

2021

Half-Day

Training Course Catalogue



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Manager Training

How to Hold People Accountable at Work

Learn how to keep your team, focused and on track to achieve their goals and keep their commitments.



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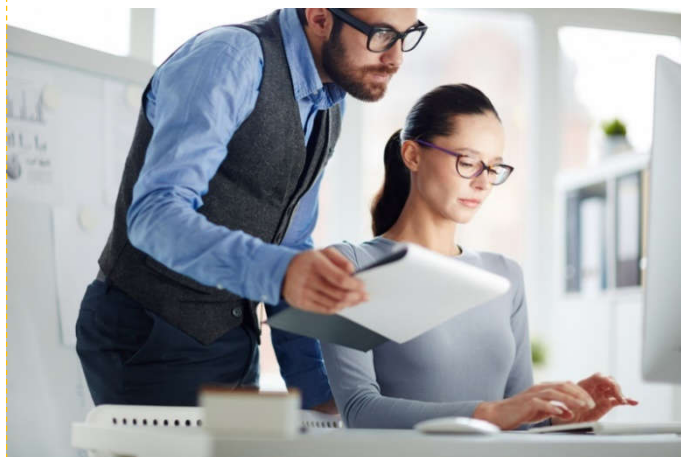
How to Hold People Accountable at Work

Why This Course is Important

In some workplaces where mistrust is the norm, employees are usually concerned with protecting their reputations, and team members try to defend their 'turf'. A recent Gallup Poll estimates the cost of lost productivity from unaccountable and disengaged employees is as much as \$587 billion a year, globally.

Sometimes managers will let their people avoid being held accountable because the manager hates confrontation. However, a lack of personal accountability is terrible for everyone. The good news is that managers can learn how to keep their people accountable and create a workplace where trust is unquestioned, commitments are transparent, personal responsibility is high, and every employee takes ownership of their problems.

By the end of this training, managers, supervisors and team leaders will have the skills and tools to make sure everyone on their team is pulling their weight equally and is accountable for their actions.



The Course Objectives

Successful completion of this course will increase your ability to:

- Identify the benefits of accountability and the areas in which it is most important
- Recognise the components for building personal accountability
- Understand the components for encouraging mutual accountability
- Overcome obstacles to accountability
- Engage in conversations that resolve broken agreements and lead to a greater commitment to expectations in the future

Just Some of What You Will Learn

- Where to focus your accountability efforts within your team
- Understanding the 4 traits and behaviours that help to establish trust
- How to seek and act on feedback from your team members
- How to get team members to accept and to learn from their mistakes without buck-passing
- Overcoming attitude and organisation-based obstacles
- The five steps to creating a culture of mutual accountability
- Creating and effectively implementing accountability agreements
- Discover new ways to surface and resolve interpersonal conflicts
- How to have proactive and reactive conversations with team members that help to restore trust

Adapting Your Leadership Style

Learn why it's important to adapt your leadership style to the situation and the people... and how to do it well.



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Adapting Your Leadership Style

Why This Course is Important

Strong leadership is the critical foundation for an organisation's goals to be achieved. Strong leadership means that your people feel they will be empowered, their motivation is high, and everyone works towards a common vision. Yet, it can be difficult to establish yourself as an influential leader, especially if you don't feel all that 'influential' at times.

The Ketchum Leadership Communication Monitor polled 6,509 people in 13 countries on their perceptions of what it takes to have effective leadership and communication at work. Only 22% of respondents felt that their leaders demonstrated 'effective leadership'. While communication was cited as a top leadership value, only 29% of people surveyed felt their leaders were effective communicators.

The **Adapting Your Leadership Style** training will enable you to adopt the qualities of an effective leader and help you to communicate more constructively with your team by adjusting your behavioural style to meet the needs and wants of your people.



The Course Objectives

Successful completion of this course will increase your ability to:

- Identify the qualities of an effective leader
- Make the mental shift from individual productivity to influencing others
- Recognise style differences in others and cater to their behavioural preferences
- Build rapport using verbal and nonverbal messages
- Conduct constructive one-on-ones
- Give positive and constructive feedback to people with different behavioural styles
- Develop individual motivation approaches for all of your people
- Facilitate team meetings effectively

Just Some of What You Will Learn

- Understand what behaviour constitutes an ineffective and effective leader
- Identify the four core behaviour styles and uncover why these styles of leadership matter in your team
- Know when to adapt your leadership style to the situation and the people in your team
- Learn how to map the nonverbal ways leaders communicate and how to be more aware of the subtle messages you are sending your team
- Develop practical methods for becoming a more open, attentive listener
- How to be constructive while giving feedback during your regular one-on-one catch-up sessions

How to Conduct Behavioural Interviews

Finding the right person who is the right fit to your team and organisation is critical. Learn how to get it right.



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How to Conduct Behavioural Interviews

Why This Course is Important

A survey by CareerBuilder found that 69% of organisations have been adversely affected by a wrong hiring decision over the past year. What is a 'bad hire'? Put simply, anyone employed who demonstrated any of the following issues within their first year at work: poor performance, failure to have good relationships with others, negative or bad attitudes, attendance problems, and complaints from customers.

There are a lot of factors when interviewing and hiring the right person. **How to Conduct Behavioural Interviews** training will teach participants how to navigate the (often tricky) waters of interviewing, so you are sure they get their hiring decisions right. During the course, attendees will learn that the key to better interviewing is to focus on uncovering each candidate's strengths and assess what they consider the types of flaws as 'acceptable weaknesses'. If you want to improve every hiring decision in your organisation, then this training is essential.



The Course Objectives

Successful completion of this course will increase your ability to:

- Identify general competencies and translate them into performance criteria
- Recognise the characteristics of and effectively develop behavioural-based questions
- Explore useful techniques for reviewing resumes
- Uncover the elements to look for in candidates' answers to behavioural-based questions

Just Some of What You Will Learn

- Develop a list of general competencies needed for the position
- Use general competencies and performance criteria to develop behavioural-based questions
- Recognise the characteristics of effective behavioural-based questions
- Develop behavioural-based questions according to the competencies necessary for the position and the organisational culture
- Know when and how to use appropriate follow-up questions
- Target areas on a resume that will need further explanation or clarification during the interview
- General tips for interviewing candidates and conducting an interview with colleagues
- Identify the three most important elements to look for in a candidate's answer to a behavioural-based question

How to Develop Your People Through Coaching

Discover why coaching is the fastest way to develop each person within your team and how to be a successful coach.



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How to Develop Your People Through Coaching

Why This Course is Important

To remain competitive, organisations need to retain their best employees. Doing this successfully means addressing problems that can interfere with their productivity and to help every person achieve their full potential at work.

A recent Society for Human Resources study revealed that 55% of organisations use or have used formal coaching programs to aid in their employees' development. The study also showed that coaching is a good investment and can have a positive impact on an organisation's bottom line.

During the **How to Develop Your People Through Coaching** training, your managers will discover that their ability to coach helps them increase their people's commitment and levels of engagement.

Coaching their people also helps managers handle problems that can often interfere with working relationships and productivity. They'll learn why coaching makes it easier to achieve their own goals and, in turn, makes them more valuable.



The Course Objectives

Successful completion of this course will increase your ability to:

- Discern the difference between coaching and other development strategies
- Discover the key elements to successful coaching relationships
- Understand the coaching process and how to apply each step
- Identify common challenges to successful coaching
- Use effective strategies for managing challenges
- Establish and maintain a successful coaching relationship with an employee

Just Some of What You Will Learn

- How coaching differs from teaching, mentoring, counselling and directing
- Lay the foundation for successful coaching through rapport and trust
- How to set specific, relevant and achievable goals by asking the right questions
- Strengthen relationships and ensure goals are understood with active listening
- Provide helpful feedback to ensure the employee is on track and to identify areas for improvement
- Identify and deal with common coaching challenges
- What to do when coaching doesn't achieve the desired results

How to Develop Your People's Skills

The job of every manager is to help grow his or her people's skills knowledge and ability. Learn how to do it well.



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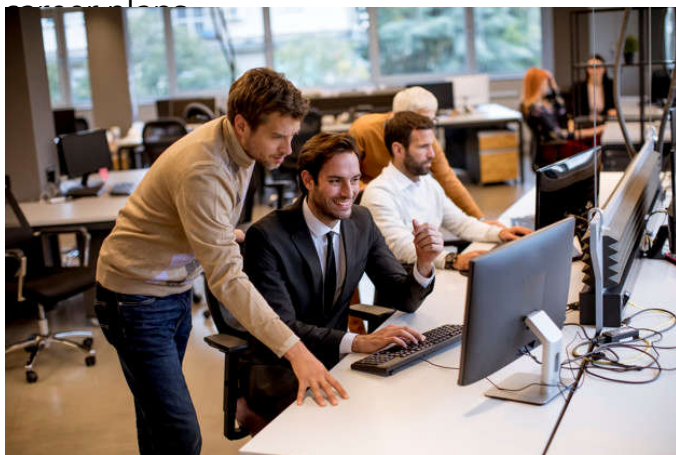
How to Develop Your People's Skills

Why This Course is Important

As loyal employees stay with an organisation for years, often their effectiveness starts to stagnate. Without giving existing employees new roles, providing coaching and feedback, or giving them new responsibilities or training, many organisations are leaving this potential resource untapped.

Employee development is also an essential aspect of grooming your future leaders and a way to create succession plans.

During **How to Develop Your People's Skills**, participants will learn the critical keys to effectively develop their team members, including how to let them define their own career goals and outcomes. This also means using assessments to help them advance their goals. They'll also learn how to have empowering one-on-one conversations about their ongoing development, offer opportunities for enrichment training, and learn the best way to work with their people to create individual development



The Course Objectives

Successful completion of this course will increase your ability to:

- Recognise the difference between performance management and development coaching
- Implement a strengths-based approach to development
- Provide employees with the tools to assess their strengths and development needs
- Conduct a positive development discussion
- Identify a variety of paths to development
- Create an effective individual development plan

Just Some of What You Will Learn

- What are the characteristics of effective development goals?
- How to use assessments to advance an employee's career and goals
- Learn the employee reflection process
- Pre-conversation preparation, coaching cues, and applying a strengths-based focus to your coaching conversations
- Identify and apply strengths and manage weaknesses
- Understand positive coaching behaviours and how to use them
- On-the-job training or shadowing
- Job rotation and cross-training
- How to implement a coaching or mentoring program for your team

How to Lead Others Through Change

Change is inevitable, but growth is optional. Discover how to lead your team successfully through times of change.



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How to Lead Others Through Change

Why This Course is Important

As I'm sure you've heard many times before, the only constant in this world is change. Change is present in every aspect of life and has become the norm in all types of organisations. The frequency and pace at which leaders must ask their people to change course or adapt to new systems and initiatives only continue to accelerate.

So, is change all that bad? Change can be both negative and positive. It can be antagonistic, undesirable, and perilous; or it can be energising, welcomed, and exciting. It is a leader's job to identify the positive aspects about the change and to communicate the opportunity that change imposes to their team members

How to Lead Others Through Change will provide attendees with a clearer understanding of what happens to people when change initiatives occur. The course also introduces the tools and techniques you can use to more effectively lead change efforts, allowing you to address the changes that will come your way.



The Course Objectives

Successful completion of this course will increase your ability to:

- Understand why change initiatives fail and how to ensure their success
- Implement a framework to actively lead change efforts
- Plan for the success of future change through close evaluation of the current initiative
- Identify, acknowledge, and manage resistance to ensure an efficient transition
- Apply techniques for increasing and gaining commitment to the change.

Just Some of What You Will Learn

- The three phases of the ACT model that help to guide specific steps in leading the change effort
- Tactics for communicating the vision and goals of your organisation's change initiative
- How to assess your organisation's environment to determine its readiness for change
- Increase employee commitment and motivation for the change by establishing good communication skills
- The importance of data collection and the numerous outlets for gathering it
- Identify common reasons for resistance and how to manage them at all levels
- Make the change a lasting part of the culture

How to Manage Remote Team Members

With more people working from home is important to learn how to manage and lead team members who work remotely.



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How to Manage Remote Team Members

Why This Course is Important

The workplace is changing rapidly, and one way we see this play out is the increasing number of employees now working from home, either by choice or by necessity. As Australian organisations work through all the complexities of COVID-19, one of the major issues facing human resource departments is how to manage employees working from their central offices and from home.

If your organisation has full-time, part-time, or casual employees being expected to work from home on either a full-time or part-time basis, then it's important that the managers of each of your teams or departments understand the complexities of managing their team and individual team contributors.

The **How to Manage Remote Team Members** training will teach your managers and team leaders how to improve their ability to manage offsite employees and ensure that their team and team members are always working cohesively and productively, regardless of



The Course Objectives

Successful completion of this course will increase your ability to:

- Discuss the benefits and challenges of offsite working relationships for employees, managers, and organisations
- Explain the importance of successfully managing remote employees
- Identify the factors and tools that must be in place for a remote employee to be effective
- Employ strategies that help remote employees stay on track and deal with common problems faced by managers
- Follow a set of best practices for successfully managing remote employees

Just Some of What You Will Learn

- Professional, personal, and financial advantages of a remote working relationship
- Core characteristics and abilities of successful remote workers and their managers
- Categories and examples of jobs that require employees' presence onsite
- How to establish mutual trust with remote employees and keep them in the loop
- How to thoroughly prepare employees to work remotely and set them up for success
- Warning signs of an unproductive remote worker and how to deal with this situation

How to Conduct Productive Meetings

Discover how to make every meeting more productive, effective and a better use of everybody's time.



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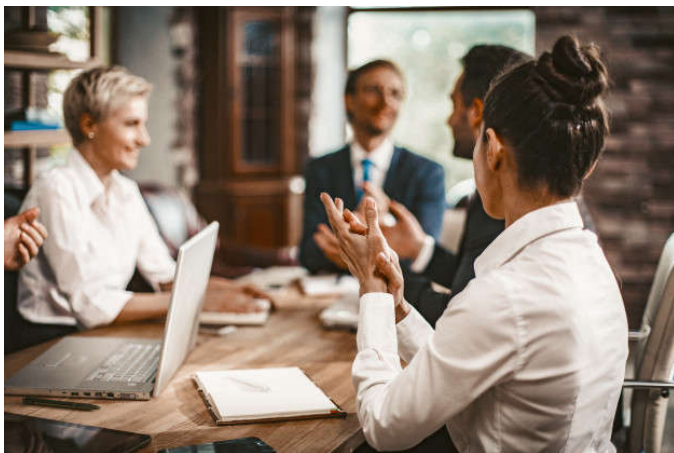
How to Conduct Productive Meetings

Why This Course is Important

On any average day, there are tens of thousands of meetings held across Australia. Yet, according to some recent research, an estimated 63% of meetings don't have prepared agendas. Not to mention that only 55% of meeting time is spent discussing agenda items. In contrast, the rest of the time goes to unproductive, unplanned issues.

Poorly run meetings take longer than necessary, involve too many people, and never seem to result in concrete action. Despite this, meetings are necessary and can be extremely effective.

If your people's time is at a premium and your organisation wants to have more effective meetings, then the **How to Conduct Productive Meetings** training will show participants how meetings that are planned and well-facilitated give attendees a sense of ownership, accomplishment, and a feeling that their time was well spent. This program will show your people how to make every meeting efficient and effective.



The Course Objectives

Successful completion of this course will increase your ability to:

- Recognise ways to change your mindset about meetings
- Eliminate habits that make meetings unproductive
- Identify alternatives to holding traditional meetings
- Demonstrate effective facilitation skills
- Help your group make decisions quickly
- Ensure that every meeting ends with actionable items

Just Some of What You Will Learn

- Determine a meeting's purpose and ensure an action-oriented focus
- Discover how alternatives such as technology, social media, huddles, office hours, and open house can be used to achieve the meeting's purpose
- Eliminate unproductive habits that occur before, during, and after a meeting
- Prepare an effective meeting agenda to help ensure discussions are focused and to facilitate follow-up later
- Tips and techniques for effective facilitation during the meeting such as managing side issues
- Make successful decisions quickly through the 'satisfier' approach—choosing the option that meets an established set of criteria

Understanding the Millennial Mindset

If you lead anyone who is under 25, it's important to understand what drives millennial's in the workplace.



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Understanding the Millennial Mindset

Why This Course is Important

Millennials are those people born between 1981 and 1996, generally speaking, and are now the largest employee segment in Australia. More than one in three workers are millennials, and the proportion will only grow as baby boomers retire.

Why does this matter? Because each generation has its own 'personality' or set of beliefs and characteristics that have been shaped by specific cultural influences, it's important that managers, team leaders and supervisors understand the mindset of millennials.

Understanding the Millennial Mindset

will teach managers what motivates the millennials in their team, and the keys to maximising their job performance and work productivity.

The training will show participants how to adapt their leadership behaviour to this growing segment of the workforce and to create an environment that leverages your millennials' unique skillset.



The Course Objectives

Successful completion of this course will increase your ability to:

- Understand the influences that shaped millennials' workplace habits and preferences.
- Replace negative stereotypes with positive perceptions about working with millennial employees.
- Identify elements of a company culture that are appealing to millennials.
- Maximise the effectiveness of your daily interactions with millennial employees through engagement and communication strategies.
- Identify ways to reduce tension with millennials as both a manager and an employee.

Just Some of What You Will Learn

- How boomers and Gen Xers differ from millennials in terms of personal values
- The significance of technology, social media, diversity, and parenting in millennials' upbringing
- Ideal work environment for increased motivation and retention of millennial employees
- Recruitment strategies for attracting millennial job candidates
- Setting clear expectations for performance and behaviour including non-negotiables
- Strategies to help millennials find meaning and a sense of empowerment in their work

How to Motivate Employees to Be and Do Their Best

Learn how to unleash your people's internal motivation, so they can do their best at work every day.



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How to Motivate Employees to Be and Do Their Best

Why This Course is Important

Keeping all your team members motivated can be a complex task. It depends on continual communication and an understanding of each team member's strengths and weaknesses. When procrastination, a lack of enthusiasm, and a refusal to take initiative creep into an employee's performance, it is time to find strategies to relight the fire.

A Gallup poll reported that 70% of workers are not engaged at work. Unmotivated employees do not just contribute to low morale; they also cause loss of profit.

With statistics like these, it is critical for leaders to understand the needs of their employees and find intrinsic methods of motivating their people. The **How to Motivate Employees to Be and Do Their Best** course is designed to teach managers how to tailor their leadership and communication style to better suit the needs of their people.



The Course Objectives

Successful completion of this course will increase your ability to:

- Identify major factors that affect motivation
- Apply dialogue and listening skills that model community, influence, and openness
- Uncover inhibitors to fostering group commitment and passion
- Teach a four-step process designed to help groups learn from mistakes
- Encourage group initiative-taking
- Identify and apply strategies for dealing with outside pressures that negatively affect motivation
- Understand and apply strategies for dealing with systems and policies that negatively affect group esteem
- Match or tailor your leadership style to various employees' motivational preferences

Just Some of What You Will Learn

- Underlying issues and needs of workplace community, influence, and openness
- Tailoring leadership style
- How to recognise honesty, trust, respect, commitment, and passion
- How to build group identity and an environment of ownership and accountability
- How an organisation can control or reduce the negative effects of stress
- Methods of motivating in a negative work culture

How to Navigate Difficult Conversations

One of the most important skills a manager can possess is her or his ability to have challenging conversations.



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How to Navigate Difficult Conversations

Why This Course is Important

When the team is going well and everyone is achieving their goals, life for a manager is good. But what about when team members may be underperforming or doing things they shouldn't? Having difficult conversations can be one of the hardest things a manager is expected to do at work.

The reality is that difficult conversations can create unhappiness, stress, and tension. If not handled well, they can also impair and even destroy relationships.

Managers, supervisors, and team leaders can't avoid these kinds of conversations, but they can learn how to handle them more effectively. **The How to Navigate Difficult Conversations** training helps to develop the ability to address these challenges. This will pay off in terms of reduced stress, increased confidence, improved relationships, increased trust, fewer problems, better teamwork, higher productivity, and better individual and team performance.



The Course Objectives

Successful completion of this course will increase your ability to:

- Understand the nature of difficult conversations and what it takes to handle them
- Identify the seven stages of handling difficult conversations
- Use empathy in a way that minimises negative responses and strengthens relationships
- Apply best practices for preparing, initiating, and delivering the conversation
- Discover how to generate solutions and bring the conversation to a close

Just Some of What You Will Learn

- Types of conversations people find difficult to carry out and the reasons why their difficult
- Using empathetic language to establish trust and understanding
- Key methods for getting the conversation off on a good start
- Techniques for delivering the message tactfully, respectfully, and productively
- Best practices for listening and responding
- Common types of difficult responses and strategies for coping with them
- How to generate alternatives and solutions
- Guidelines for bringing closure to the conversation and tips for following up on the conversation, as well as your own skills

How to Onboard New Team Members

An induction is not being onboarded. Discover why onboarding is critical for every new team member to start and do well in your team.



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How to Onboard New Team Members

Why This Course is Important

Introductions to an organisation's policies, procedures, and other formal rules have always been a necessary first step for new employees. Today, however, that process has evolved and so has its name. *Onboarding* takes employees further. Unlike an orientation, it is an integration process that not only provides information that new hires need but also ensures they become actively involved as quickly as possible, jumpstarting their contributions to productivity.

Orientation usually addresses only the first two, resources and rules. These areas often have been formalised with various written policies and procedures.

The **How to Onboard New Team Members** training helps department manager's, team leaders and supervisors understand how they can create an onboarding process to make sure all new team members integrate quickly and cohesively into their respective teams.



The Course Objectives

Successful completion of this course will increase your ability to:

- Explain the purpose of onboarding and the benefits it provides to new employees
- Describe four key onboarding elements and how they support the onboarding process
- Describe actions you can take and information you can use to successfully integrate new employees within the context of the four key elements
- Prepare information relating to the four onboarding elements to use and share with new employees during the process

Just Some of What You Will Learn

- Specific areas to address that will help new hires adjust to the company culture and their position
- The five elements of role clarification—performance expectations, information preferences, resources, decision making, and development
- Questions to consider that manager and new hire establish mutual expectations

How to Manage Employee Performance Development

Whether it's an annual performance appraisal, or managing underperformance, understand how to bring out the best in your people.



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How to Manage Employee Performance Development

Why This Course is Important

While we all like to think that each employee will join a company and keep improving month by month, the reality is that sometimes employee performance stagnates or even goes backwards. This is when it's important to implement a performance development or management plan.

Ongoing performance development involves establishing a systematic process that managers can use to support employees.

The **How to Manage Employee Performance Development** training focuses on creating clear expectations for individual performance based on the organisation's goals.

The goal of this program is to help managers improve under-performing employees' development and skills by implementing a performance management system that helps every employee achieve their peak potential.



The Course Objectives

Successful completion of this course will increase your ability to:

- Differentiate between ongoing performance development and annual performance appraisals
- Recognise the benefits of using a systematic approach to performance management
- Create a performance management plan
- Establish objective measurements of performance
- Hold productive performance conversations and avoid conversation minefields
- Evaluate your own performance as a developer of your employees

Just Some of What You Will Learn

- Common drawbacks to annual performance appraisals
- The four-step process to ongoing performance development
- Understand the link between competencies, accomplishments, and organisational goals
- How to collect and then prioritise data to identify competencies and accomplishments
- Five steps to structure and ensure effective performance conversations
- How to prepare for performance conversations and minimise escalated emotions
- Use techniques of ongoing performance management with an annual appraisal

How to Develop Deep Trust Within Your Team

Learn why the most important element of a team's success is their ability to trust each other unconditionally.



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How to Develop Deep Trust Within Your Team

Why This Course is Important

Trust is essential for any team to succeed in today's increasingly competitive and disruptive global environment. Research has found that teams with high levels of trust are more credible, productive, flexible, innovative, and able to adapt to changing circumstances and effectively handle crises.

Teams with high levels of trust are also sought after to work for and are better able to retain the best people because they provide an environment that helps team members to do their best work.

The **How to Develop Deep Trust Within Your Team** training will teach managers, team leaders, and supervisors how they can lead a team of any size that embodies those traits and helps to reduce the stress that often results from low levels of trust. This session focuses on showing participants how to increase their team members' productivity, improve innovation, and enhance the ability of everyone in their team to work effectively together – with higher levels of trust.



The Course Objectives

Successful completion of this course will increase your ability to:

- Assess the level of trust in your organization and your own trustworthiness
- Be mindful of the results of distrust between employees and within an organisation
- Identify the characteristics that engender trusting employees and organisations
- Discover the common “trust busters” and specific actions you can take to prevent their presence in the workplace
- Explore the ways organisations and teams can build a culture of trust

Just Some of What You Will Learn

- Various perspectives of what it means to trust
- Affect distrust has on employees who do not trust one another and on an organisation that is distrusted by employees
- Personal attributes and behaviours that make people and organisations most trustworthy
- Common trustbusters, or the characteristics and actions that create barriers to trust
- Ways leaders can both set the example and continue to establish a solid foundation for trust
- Steps organisations can take to demonstrate and encourage trust at all levels

How Great Managers Communicate at Work

Understand why one of the hallmarks of all great managers is the ability to communicate well to everyone.



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How Great Managers Communicate at Work

Why This Course is Important

The results of unclear communication in any workplace can be costly. Poor performance, low quality work, inefficiencies, the inability for a team to achieve its goals, misunderstandings, frustrations, anger, reduced job satisfaction and increased turnover are all signs of a team or an organisation not communicating well.

According to many HR experts, having strong *communication skills* is one of the core competencies managers need to develop and improve. After all, managers must be able to communicate so that their people know what is expected of them, understand what it is that they're doing well and to identify where they need to improve.

During the **How Great Managers Communicate at Work** training, participants will learn how to build better relationships, encounter fewer problems, and achieve their goals through better communication.



The Course Objectives

Successful completion of this course will increase your ability to:

- Recognise the situations in which it is necessary for managers to communicate with their employees
- Understand the role of active listening in effective communication
- Identify ways to convey your message
- Effectively communicate performance expectations and performance goals
- Coach employees and provide feedback
- Facilitate the learning processes for employees as they take on new tasks
- Implement strategies for communicating in times of change and uncertainty

Just Some of What You Will Learn

- What it means to listen actively and why it is essential for clear communication
- The best way to clearly convey your message so employees have the required information to do their jobs
- How to communicate the results, actions and behaviours you expect from employees
- Help employees to develop and achieve performance goals through a collaborative conversation
- Techniques for providing useful, focused feedback on performance
- Encourage employees to develop new knowledge and abilities
- Use open communication to reduce misunderstandings or confusion

How to Create Team Chemistry

Discover how to bring everyone together, build on your strengths, gain cohesiveness and create team chemistry.



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How to Create Team Chemistry

Why This Course is Important

When you're managing a group of people, 'team chemistry' will sometimes come naturally, and other times it will be harder. Team members and their personalities will certainly play a role, but the team manager has the responsibility to create a team environment where it's easy for team members to trust each other, leverage their personal and team strengths, and know how to all get along.

A team with good 'chemistry' will work well together, understand each other's strengths and leverage them, while mitigating their individual weaknesses.

During the **How to Create Team Chemistry** training, the managers and team leaders participating in this course will discover that working with different people in a team is like working with different elements in a chemistry experiment; you need to know the properties of each chemical and how to interact when they're used together.



The Course Objectives

Successful completion of this course will increase your ability to:

- Understand how to choose team members to create a high performing team
- Leverage the strengths of team members to maximise team performance
- Implement strategies to promote positive interactions
- Evaluate team processes and results
- Recognise the responsibilities of a team leader

Just Some of What You Will Learn

- Identify and correlate diverse and complementary skills, characteristics and strengths to team roles
- Encourage positive communication patterns and actively avoid negative interactions
- Recognise the symptoms of groupthink and overcome it
- Form a strong team commitment with assuming individual responsibility
- Uncover the measured outcome by telling a user story
- Be a strong team leader by acting on feedback, mediating short and long-term conflict, and combatting low morale

KH3 Paul, this brochure is missing an image in bottom left. Also, there is a justification issue in the final line of 2nd paragraph that I'm not sure how to fix.

Karla Hess, 4/12/2020

Delegate to Release Your Breaks and Grow Your Team

When you delegate, you develop your people's skills and allow yourself to focus on the bigger issues.



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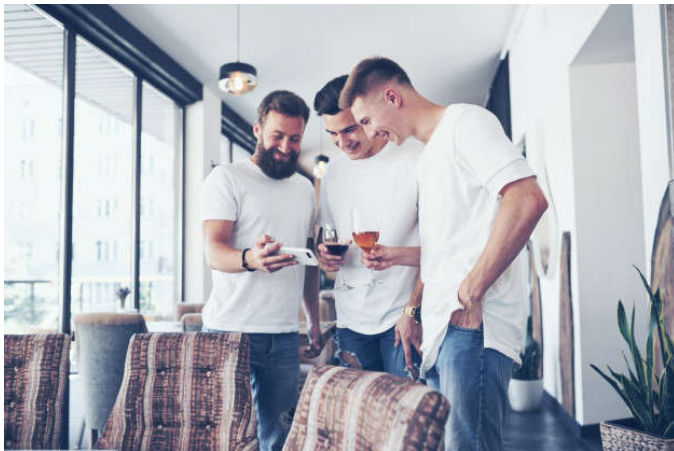
Delegate to Release Your Breaks and Grow Your Team

Why This Course is Important

There comes the point in every manager's career when he or she just can't get everything done themselves. If they try, they'll just end up working longer and harder. So how can a manager, supervisor, or team leader invest more time on the big picture and their long-term tasks? By delegating!

Delegation is more than assigning work to someone. It is entrusting responsibility and accountability. By delegating tasks, a manager is also handing authority over to his or her team member, while at the same time maintaining the responsibility for completion of the task.

In **Delegate to Release Your Breaks and Grow Your Team**, participants will discover what to delegate, match their people with the right tasks, articulate what needs to be done, identify boundaries and anticipate potential problems. As a result, your people will build their skills and enjoy more flexibility to complete their big-picture assignments and projects.



The Course Objectives

Successful completion of this course will increase your ability to:

- Recognise delegation as a tool for employee growth (not just to lighten your own workload)
- Prepare yourself to delegate effectively
- Assess your employees to determine their delegation needs
- Match employees and projects appropriately
- Identify barriers to delegation and overcome them
- Apply the steps to delegating effectively
- Handle mistakes, missteps and failures as learning opportunities

Just Some of What You Will Learn

- Characteristics of positive delegation and the barriers to effective delegation
- How to decide what to delegate and what tasks you should do yourself
- Conduct employee analysis for better task matching
- Clarify consequences of achievement/non-achievement
- Assess levels of discretion and autonomy
- Establish communication expectations
- Ensure even complicated or difficult tasks have the greatest chance of success.
- Offer support and feedback on tasks without becoming a micro-manager

How to Be an Engaging Leader

Discover how to be a leader that truly engages her or his team members every day.



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How to Be an Engaging Leader

Why This Course is Important

A study by Towers Watson found that only a third of employees are highly engaged at work, leaving the remaining two-thirds less engaged or not committed at all. These and other similar studies have consistently revealed the following reasons why people underperform:

- Lack of meaningful work
- Lack of trust and respect
- Lack of support from their manager
- Lack of appreciation
- Constantly shifting priorities
- Feeling ignored or micromanaged

The **How to Be an Engaging Leader** training is all about learning how to be a manager your team will respect. During this powerful training, program participants will discover how to engage their teams and make their people feel more valued and respected. In turn, when employees feel more engaged, they will more often that not come to work and put their heart into achieving the results that matter and want to be a fully-committed part of their team.



The Course Objectives

Successful completion of this course will increase your ability to:

- Recognise the importance of understanding that every employee is a unique individual
- Identify each employee's strengths and how to leverage them in the workplace
- Show your support by minimising obstacles that frustrate employees – including yourself!
- Create a career path and meaningful work for each employee
- Foster an environment where employees feel free to ask and say anything
- Show appreciation and recognition in a way that is meaningful to each employee

Just Some of What You Will Learn

- How managers can exhibit activities to show they care
- Questions managers and employees can answer together to determine the employees' strengths and how to best leverage them
- Common obstacles to engagement, as well as techniques for reducing and overcoming them
- Skills and methods for helping employees establish direction in their career path and feel a sense of importance in their work
- Principles of and strategies for effective communication
- How to ask the right questions to tailor recognition and offer the right kind of praise

The Power Servant Leadership

Discover why servant leadership is a powerful way to engage your team and bring people on the journey with you.



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The Power Servant Leadership

Why This Course is Important

Just because someone possesses very strong management skills doesn't mean they are a leader. In fact, often people who are focused only on achieving outcomes and not on helping people fail miserably over the long-term.

Management guru Robert K. Greenleaf described *the servant leader* as someone who desires first to serve, and then to lead. It is someone whose primary concern is to help others realise their aspirations and achieve their most significant potential. Servant leadership isn't about being weak, rather it is about having the ability to bring people with you. To have team members come to work every day believing in the vision and wanting to fulfil it.

The Power Servant Leadership teaches participants how to shape an environment of support where everyone feels a sense of value and purpose – and where, as a result, team and organisational success is bound to transpire naturally.



The Course Objectives

Successful completion of this course will increase your ability to:

- Understand the philosophy of servant leadership
- Identify personal traits that strengthen servant leadership
- Implement actions that nurture the growth and development of others
- Discover ways to recognise and appreciate individuals and teams
- Use your head and your heart to resolve conflict

Just Some of What You Will Learn

- Ways to foster a healthy work environment that improves individuals' ability to realise their full potential
- How a need for control, to be right, and for recognition can interfere with conscious commitment
- What are the underlying principles of a traditional approach to management as compared to servant leadership?
- Fostering shared power in decision making in order to nurture the growth and development of others
- Implement the guidelines that support an effective self-managing team
- How to move beyond self-interest by genuinely trying to understand viewpoints and meet needs when resolving conflict

KH10 This slide is missing an image bottom left
Karla Hess, 6/12/2020

How to Take Control of Conflict in Your Team

Don't let conflict destroy your team. Gain the skills to manage it in a positive way.



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How to Take Control of Conflict in Your Team

Why This Course is Important

When you think of your role as a team leader or supervisor, conflict hopefully isn't the first thing that comes to mind.

But have you ever found yourself complaining about having to work with a colleague who is particularly stubborn or bossy? Most managers, team leaders, and supervisors have been involved in some form of conflict in the workplace, ranging anywhere from mild disagreements to explosive standoffs.

While respectful disagreements and alternative points of view should always be welcome, anger, passive aggression, bullying, and non-compliance are behaviours that should never be permitted in any type of team.

How to Take Control of Conflict in Your Team will show participants how to do just that. By identifying the source of conflict and implementing effective resolution strategies, they'll learn how to handle, and even prevent, unnecessary conflict.



The Course Objectives

Successful completion of this course will increase your ability to:

- Identify your preferred strategy for handling conflict
- Understand the characteristics and drawbacks of each typical approach to conflict
- Recognise the various sources of conflict that most often occur in the workplace
- Implement strategies for effectively resolving conflicts that stem from each source
- Practice behaviours that minimize conflict
- Proactively address issues before they escalate into problems

- The five strategies that people use for managing conflict, as well as the underlying theory and model behind them
- Create a conflict resolution plan to think clearly during conflicts instead of succumbing to stress and automatic responses
- The process of 'unpacking' a complex, layered conflict with multiple sources
- How to model right behaviours by practising active listening
- Communicate clearly and tactfully about sensitive issues that are causing tension
- The right way to establish formal and informal expectations to prevent unnecessary conflict

How to Overcome the Toughest Challenges as a Team Leader



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How to Overcome the Toughest Challenges as a Team Leader

Why This Course is Important

A manager, team leader or supervisor plays more roles than just the overseer. Supervisor must often be mentors, delegators, diplomats, and disciplinarians.

Therefore, supervisors must know their employees' strengths, weaknesses, triggers, and apprehensions and have the communication skills necessary to effectively steer employees in the right direction.

No matter how poor an employee's behaviour is it is ultimately up to the supervisor to correct the behaviour. Sometimes a bad supervisor can be the source of all the organisation's problems.

This course is designed to help you understand your organisation's problems and challenges at a deeper level and give you the communication tools to become an inspiring supervisor. In this guide you will learn the proper recourse to take with problem employees to resolve problems, create goals, work through personal issues, and mediate conflict.



The Course Objectives

Successful completion of this course will increase your ability to:

- Use realism, restraint, and resolve when facing any tough challenge.
- Resolve conflicts between employees effectively.
- Deal with layoffs in a way that minimises the negative effects.
- Show support for employees with performance issues while building a defensible case for discipline and/or termination if necessary.
- Deal with employees' personal problems with sensitivity and fairness.
- Take control and responsibility in a crisis situation.

Just Some of What You Will Learn

- Establish and following ground rules and frameworks to mediate conflict
- The symptoms and solutions of working with employees who do not take initiative, know it-all's, whiners, and backstabbers
- How to identify types of personal problems and general performance issues related to those problems
- What problems absenteeism. Tardiness and inappropriate conduct might signal
- The process of EAP (Employee Assistance Program)
- How to prepare termination and have a termination conversation with an employee

How to Be a Transformational Leader

In times of rapid change, you can't do things the way they were done before. Don't be normal. Become transformational.



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How to Be a Transformational Leader

Why This Course is Important

Transformational leadership is an approach to leading others that "...causes change in individual and social systems.

In its ideal form, transformational leadership creates valuable and positive change in a leader's followers with the end goal of developing team members into leaders themselves.

Transformational leadership is all about creating important, positive change. It is grounded in the belief that inspiring others to focus on the greater good produces a level of excellence that exceeds results usually achieved by other forms of leadership.

This training program will walk you through the four components to being a transformational leader: calling, charisma, challenge, and caring – and during this training you will learn how to develop the skills and techniques required to make a real difference at your workplace and to inspire others to work toward a shared vision of positive change.



The Course Objectives

Successful completion of this course will increase your ability to:

- Carry out the four components of transformational leadership
- Identify your calling and share it with passion and purpose
- Develop the elements of charisma and share impactful stories with others
- Help others engage in critical thinking.
- Implement ideas to encourage creativity and innovation
- Make personal connections with your followers and encourage their growth

Just Some of What You Will Learn

- Techniques for realising what drives your passion and energy
- How to engage others in the change process and inspire ownership
- Ways to exhibit self-confidence and show genuine interest in others
- How to use story-telling to foster support and commitment to your calling
- Ways to empower followers to think independently and to take bold actions
- Demonstrating cognitive, emotional, and compassionate empathy toward followers



All Employee Training

Appreciating and Using the Power of Diversity at Work

Use people's cultures, personality, knowledge and background to bring great strength and ability to your team.



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Appreciating and Using the Power of Diversity at Work

Why This Course is Important

A survey by Korn/Ferry International found that millions of employees leave their jobs each year because they feel they are being mistreated at work. This costs employers countless billions a year in recruitment alone. It also causes unwanted interruptions to the work being performed.

Employees may perceive or experience mistreatment at work due to gender, minority ethnicity, age, sexual orientation, religious beliefs, physical abilities, or educational background.

They may also work in an environment where guidance is not available and where communication with team members is lacking.

The goal of **Appreciating and Using the Power of Diversity at Work** is to show every employee how to foster a culture where each voice is welcome, heard, and respected and people enjoy coming to work daily to collaborate with each other.



The Course Objectives

Successful completion of this course will increase your ability to:

- Understand the subtle ways that unconscious bias occurs in a workplace
- Identify instances of devaluing others through small, subconscious behaviours and micro-inequities.
- Establish a framework to increase inclusion at the organisational level
- Recognise different ways of conveying respect
- Address conflict productively and respectfully with your team
- Lead by example and be part of the solution

Just Some of What You Will Learn

- How to recognise and overcome fundamental 'attribution errors'
- Examples of micro-affirmations which help to compensate for micro-inequities and make others feel valued
- Which employee and manager behaviours to use at work and how to create a framework for inclusion in your team or organisation
- Recognise what respect means to individuals and how to start communicating according to five specific categories of respect
- Practical ways to exhibit behaviours that influence others to be part of the solution and not the problem
- How to give and receive feedback on negative behaviour in a respectful manner

Using the Psychology of Influence and Persuasion at Work and in Life



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Using the Psychology of Influence and Persuasion at Work and in Life

Why This Course is Important

Influence is essential for getting on well with others and to affect or persuade others to your way of thinking. Knowing how to persuade allows you the authority to affect many different types of outcomes within your team.

Too often, we assume only senior managers have influence or the power to persuade. However, influencing goes beyond traditional positions of power and often encompasses more subtle skills, like emotional intelligence, empathy and active listening.

During the **Psychology of Influence and Persuasion at Work and in Life** training, you will discover that influencing and persuading others is rooted in self-awareness. You will learn how to demonstrate authenticity and integrity through your interactions. This lays the groundwork for influence—leading to improve your working relationships and increase the opportunities to persuade your colleagues, managers, and customers to see and embrace your ideas more often.



The Course Objectives

Successful completion of this course will increase your ability to:

- Build rapport and develop genuine and lasting relationships with anyone— instantly!
- Improve your communication skills, including verbal and nonverbal messages
- Recognise common barriers that hinder practical communication
- Understand and use communication styles to tailor your interactions
- Resolve differences or conflicts faster
- Apply the Cialdini Laws of Persuasion

Just Some of What You Will Learn

- Establish common ground by reading others' emotions and nonverbal cues
- Use active listening to improve understanding and self-disclosure to respond objectively
- Recognise your communicative filters and preferences
- The four common communication styles and how they affect interactions
- The difference between misunderstandings and disagreements
- Use constructive behaviours and statements to minimise defensiveness
- Maintain your composure in emotionally-charged situations
- Steps for resolving and preventing conflict when people don't see things the way you do
- The five elements for building relationships and establishing integrity

How to Become More Assertive and Confident

Assertiveness and confidence are two essential individual and team skills everyone needs to learn.



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How to Become More Assertive and Confident

Why This Course is Important

In every workplace, it is hard to get what you want unless you ask for it. The ability to speak up politely and without aggression is one of the unspoken keys to being successful and gaining personal influence.

Being assertive gives you a push to reach any goal, solve problems, lead projects, and untangle any real or potential conflicts. Having confidence with others also improves your rapport, builds your esteem, gains you more respect, and can even reduce your personal stress.

But having the right touch when it comes to assertiveness can be tricky. **How to Become More Assertive and Confident** will teach you the right balance of assertiveness and confidence without appearing as egotistical or bossy.

By learning how to appear more assertive and confident, you'll know how to use phrases, behaviours and body language to handle conflict confidently, get your opinions heard and respected and take criticism constructively from others.



The Course Objectives

Successful completion of this course will increase your ability to:

- Define the meaning of assertiveness
- Recognise the range of assertive behaviours you can use
- Identify any personal blocks to practising assertiveness
- Demonstrate assertive language and behaviours
- Avoid language and behaviours that are not assertive (passive, aggressive and passive-aggressive behaviours)
- Use assertive behaviours in everyday situations

Just Some of What You Will Learn

- The foundations of assertiveness and potential roadblocks to it
- How to always appear confident
- How to use "I" statements and factual statements to make clear directives
- Understand the underlying attitudes and motives behind passive or unassertive behaviours
- Practical methods to confidently say 'no' or push back to coworkers and managers
- Guidelines for successfully handling conflict and criticism

Every day is busy, which is why it is critical to learn how to manage your tasks to get things done.



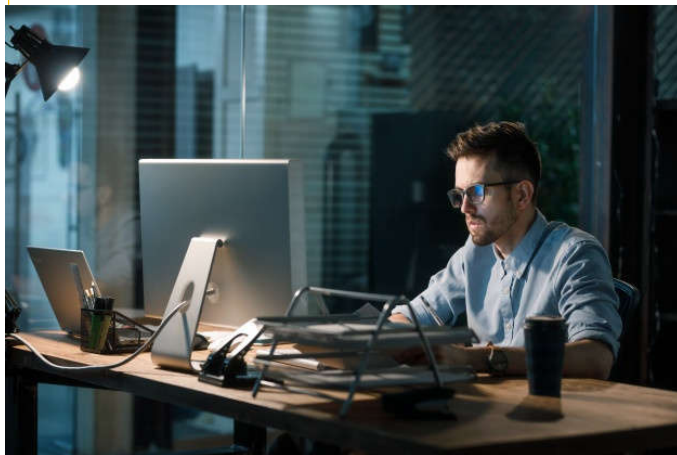
How to Balance Your Many Daily Work Priorities

Why This Course is Important

In our increasingly competitive world, managers and employees need to be more productive than ever. Not only are people expected to do more work in less time, but they often need to collaborate with different teams or need the cooperation of multiple people.

Most managers and employees receive ad-hoc tasks, have conflicting priorities, work to imposed deadlines, and experience different manager's expectations. This often makes it difficult to identify what's most important to do first.

The **How to Balance Your Many Daily Work Priorities** training enables participants to learn how to balance and prioritise projects, tasks, team and personal obligations, allowing improved work performance. As a result, attendees also achieve a better work/life balance, minimise stress related to managing their tasks, and ultimately improve the way they work and accomplish results.



The Course Objectives

Successful completion of this course will increase your ability to:

- Understand why it is important to manage your priorities
- Describe obstacles to managing your priorities
- Prioritise tasks, activities and daily responsibilities
- Learn new ways to use technology to stay on track

Just Some of What You Will Learn

- Understand the factors that make it difficult or impossible to manage multiple priorities successfully
- Establish clear, relevant goals and the action steps needed to complete them to help you focus your time and effort
- Sort activities and responsibilities into categories of urgency/importance to help you decide when to handle them
- For managers - how to assign work to employees, team members and co-workers by creating a delegation plan
- Implement strategies for keeping yourself organised and avoiding time delays not caused by you
- Create and maintaining realistic, useful project and task schedules and your weekly and daily to-do lists
- Communicate respectfully with others to appropriately manage conflicting expectations
- Identify common time-wasting activities and how to avoid them

Business Etiquette for Getting on and Getting Ahead with Others at Work



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Business Etiquette for Getting on and Getting Ahead With Others

Why This Course is Important

The word “etiquette” for many people commonly equates to remembering not to put elbows on the dinner table or to always say ‘please and thank you’. But in the business world, etiquette is a far more encompassing term that can make the difference between a comfortable work environment or an aggravating one.

A study by researchers Weber Shandwick found that 60% of an organisation's market value is attributed to its reputation, yet one of the more concerning workplace trends being observed are complaints to HR on the rise of incivility or an inability for employees to get on with each other and to work cohesively.

The **Business Etiquette for Getting on and Getting Ahead With Others** training focuses on helping participants to assess their level of self-respect, dignity, the best ways to display patience, and to learn how to disagree without being disagreeable. By the end of the training, attendees will know how to develop more meaningful relationships with colleagues, and to build a more respectful workplace.



The Course Objectives

Successful completion of this course will increase your ability to:

- Use basic courtesy and manners in the workplace
- Practise common business etiquette to build and maintain relationships
- Be resilient in difficult situations
- Interact in a respectful manner with co-workers and subordinates
- Collaborate respectfully with individuals with disabilities
- Establish positive human connections
- Maintain relationships with strong communication skills
- Use technology effectively
- Incorporate the traits of successful and respected managers into daily routines
- Balance work and personal life

Just Some of What You Will Learn

- How to say “no” diplomatically
- Guidelines for making a good first impression to others
- How to keep your cool when handling a tough customer
- Why it's important to show consideration for company property
- How to pick up on nonverbal and subtext messages when communicating
- How to navigate workplace faux pas like interrupting, bad hygiene, and grapevine gossip
- Technology etiquette, including how to effectively use social media
- Understand the lines between co-worker, manager and friend, and how not to overshare personal information

How to Deliver Powerful Training Sessions

People's time is limited, so make sure each training session transfers knowledge and grows your attendee's skills.



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How to Deliver Powerful Training Sessions

Why This Course is Important

In today's super-busy workplaces, no one has time to waste on attending poor quality training. Unfortunately, we have all sat in a room and experienced training that we felt was completely boring, poorly delivered, or irrelevant to our jobs.

If your organisation has managers or senior employees that are required to deliver internal or external training sessions, it's important that they know how to prepare and deliver persuasive and dynamic training. After all, no one has time to waste in a training course that doesn't transfer important knowledge and engage the learners.

The **How to Deliver Powerful Training Sessions** course explores the four areas that make an effective training session

1. Identifying and organising the topics
2. Delivery: choosing the types of interactions you want to create
3. Participants: addressing challenges that arise from attending training
4. Your Skills: polishing your presentation



The Course Objectives

Successful completion of this course will increase your ability to:

- Develop purposeful, relevant training material that is well-organised
- Determine the best method of delivery for keeping participants engaged throughout the training
- Manage challenging participant situations to ensure everyone has a positive experience
- Contribute to a positive, successful training experience by developing strong facilitation skills

Just Some of What You Will Learn

- Organise material so it's easy for participants to follow
- Use active learning to connect with participants and keep them engaged
- Training activities to boost engagement and relevance
- Techniques for managing situations such as when participants challenge your authority, exhibit disruptive behaviour, instigate conflict, dominate conversations, or refuse to participate
- The best way to use your voice to add energy and emphasis to your message and body language to communicate confidence and friendliness
- Insights for connecting with participants and building rapport to create mutual trust and respect to help your participants learn new skills

How to Solve Problems More Creatively

Learning how to think about problems and solve them when they occur is a skill every employee should learn.



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How to Solve Problems More Creatively

Why This Course is Important

When problems arise at work, employees can sometimes panic, feel apprehensive about the situation, or pass the problem on to their manager to solve. Yet the ability to creatively problem-solve helps all employees to see workplace problems as opportunities to harness and conquer.

When a team has a problem-solving culture, it encourages ideas and solutions which extend beyond the problem itself and often generate innovative solutions. Other benefits of creative problem solving include better teamwork, greater trust, increased engagement, job satisfaction and productivity.

The **How to Solve Problems More Creatively** training will teach participants go-to problem-solving skills, inspire them to be more creative, and give them a variety of tools and templates to help them to develop innovative problem-solving methods. Everyone will leave this course having more confidence in their ability to handle problems as they arise, as well as assess the impact of their ideas and find workable solutions.



The Course Objectives

Successful completion of this course will increase your ability to:

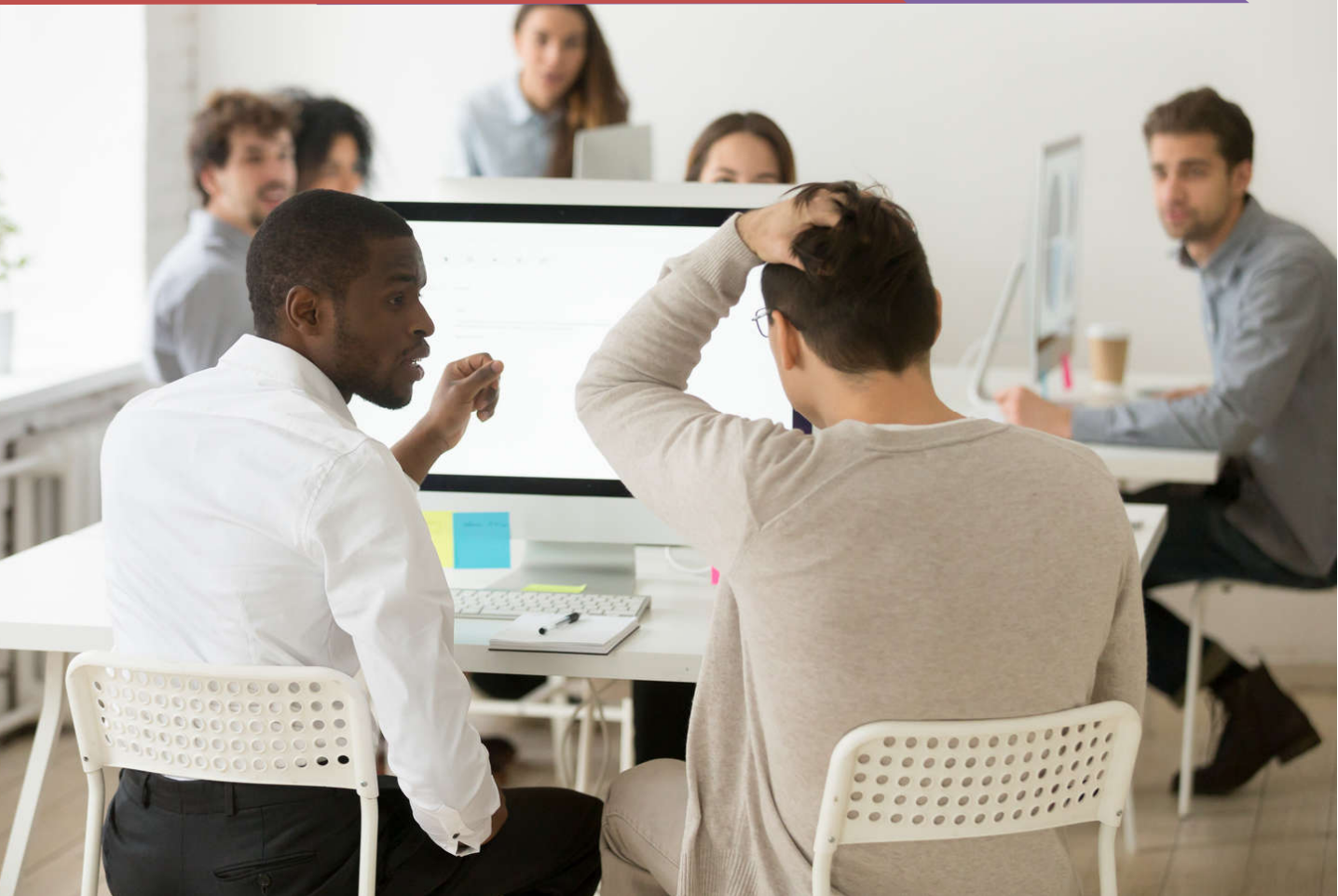
- Identify roadblocks that prevent creative thinking
- Develop creative attitudes and learn to see that all problems have opportunities
- Rediscover your creative ability
- Focus and direct creative efforts
- Overcome criticism and gain acceptance for new ideas
- Learn creative and effective techniques to recognise and identify problems
- Explore techniques for managing creative people
- Realise the significance of humor and how it impacts creativity

Just Some of What You Will Learn

- Maintain innovation and creativity to withstand business challenges
- Overcome common misconceptions and creativity myths
- Get past political obstacles, criticism and negativity
- The six basic laws of problem solving
- How to take risks and learn from failure
- Use the SCAMPER approach, the 7x7 technique, and other problem-solving matrixes to evaluate ideas

Developing Your Cultural Intelligence

Understanding cultural differences within the context of a team an organisation is a powerful way to understand and appreciate each other.



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Developing Your Cultural Intelligence

Why This Course is Important

With increasing globalization comes diversification in many workplaces. As organisations turn to hiring managers and employees from different parts of the world, it's important for all employees to have a better cultural understanding, appreciation, and respect for people (and customers) from different cultures.

As you are already aware, the culture a person is brought up in shapes their values, habits, and thinking patterns. These impact a person's work-life from the way they communicate, how they cooperate with colleagues of a different gender, even to the way they work in a team or manage their time.

During the **Developing Your Cultural Intelligence** training, your people will gain the skills to be culturally adaptable. They will understand cultural differences, norms and how other cultures view the world. They'll leave knowing how to create rapport with others from different backgrounds and how to build bridges, not walls, with others.



The Course Objectives

Successful completion of this course will increase your ability to:

- Identify the elements of cultural competence in the workplace
- Increase your understanding of your own cultural background and how it affects your perceptions and interpretations of other cultures
- Recognise the 3 dimensions of cultural awareness when interacting with other cultures
- Develop the skills to practice respectful and caring behaviours toward culturally diverse individuals and groups
- Understand how values differ among cultures
- Identify different communication styles among diverse cultural groups
- Give and receive feedback in a caring, respectful way

Just Some of What You Will Learn

- Develop personal cultural awareness
- How to build rapport and communicate with your entire body
- Techniques for giving feedback to ensure understanding
- Hall's pattern of communication behaviours that support and undermine cultural competency
- Strategies for handling sensitive situations where cultural differences might be at the centre of the issue

How to Deliver Exceptional Service on the Telephone

The telephone is still the #1 way customers want to reach out and communicate. Learn how to do it successfully While delivering exceptional service.



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How to Deliver Exceptional Service on the Telephone

Why This Course is Important

In a highly competitive business environment, it is essential to meet your customer's needs and make them feel highly valued. That task is typically the primary responsibility of customer service representatives, who may be the only direct contact customers ever have with your organisation.

Knowing how to increase customer satisfaction over the phone or in person not only makes your service team more valuable to your organisation, but it helps you to achieve higher productivity, too. Improving customers' interactions on the phone or in person delivers high levels of customer delight and creates customers for life.

How to Deliver Exceptional Service on the Telephone teaches the techniques to deliver exceptional customer service over the phone or in person. Your service staff will learn how to be better equipped to address their customers' concerns, fix their problems and exceed their expectations.



The Course Objectives

Successful completion of this course will increase your ability to:

- Actively listen to customers, so that they feel understood
- Speak clearly, so that customers can easily understand you
- Convey an attitude of service during each stage of a call
- Remain calm and professional when dealing with difficult situations
- Know when to say no to customers' requests and how to do so in a positive way

Just Some of What You Will Learn

- The importance of using empathetic language to show you sincerely care about a customer's situation
- How to clarify your understanding of what a customer wants or needs using your voice
- How to interpret the nonverbal message in a customer's statement, complaint or issue
- The five different stages of a service call, including what you need to do to ensure each experience is positive and helpful
- Strategies for addressing complaints and resolving problems so that customers feel satisfied
- Manage your own stress responses when dealing with upset, angry, or unclear customers

How to Cultivate Positive Relationships at Work

Discover how to see the good in everyone in your team, leverage your strengths and make work place you enjoy coming to everyday.



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How to Cultivate Positive Relationships at Work

Why This Course is Important

A recent workplace study found that 74% of employees surveyed who didn't enjoy working with their colleagues were 82% more likely to look for another job within the coming months compared to those who enjoyed working with their teammates and manager.

That's why having constructive and positive relationships with managers, co-workers, and even other teams in an organisation truly benefits everyone. When you consider how much time is spent working alongside co-workers, getting on well together influences everyone's overall emotional health and job happiness!

How to Cultivate Positive Relationships at Work will teach participants how to develop better working relationships with their co-workers, and how to be supportive, constructive, and encouraging. Everyone will feel better working in a more harmonious space, be able to work through disagreements, find more team solidarity, and enjoy job satisfaction.



The Course Objectives

Successful completion of this course will increase your ability to:

- Base every working relationship on a common purpose
- Demonstrate actions that build trust and avoid those that erode trust
- Model the positive relationship behaviours you seek in others
- Manage, not manipulate, relationships.
- Implement strategies to improve or survive relationships
- Set boundaries and stand your ground

Just Some of What You Will Learn

- What are the hallmarks of a cooperative and cohesive team?
- What are people looking for when coming to work and functioning within a team (like your team)?
- How integrity, consistency, confidence, concern and time are used to build trust in a team
- The importance of relating to others by getting to know colleagues as individuals and building rapport
- How to use the golden rule to enhance any working relationship
- Identifying underlying problems in many working relationships and knowing how to set up boundaries for having constructive conversations

How to Develop Deep Listening Skills

Understand why active listening is a lost art and how to listen to your customers and colleagues deeper than you've ever done before.



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How to Develop Deep Listening Skills

Why This Course is Important

We often think that good communication is all about being able to speak well and to get your message across to others. Although being able to articulate your thoughts is a valuable skill, a critical communication skill that is often overlooked is the *ability to listen*.

Effective listening makes the people who are speaking feel valued. Listening builds empathy and rapport and prevents a lot of misunderstanding. Listening well creates more active and honest discussions.

The **How to Develop Deep Listening Skills** training course goes beyond just exploring how to hear what is said. The course focuses on reading body language and facial expressions, discerning emotions, and being able to process other people's verbal and nonverbal messages. As a result, participants will learn more about observation, empathy, and analysis as well as how to increase information flow being sent and received in any interaction they have at work.



The Course Objectives

Successful completion of this course will increase your ability to:

- Describe the importance of listening
- Identify barriers to listening well
- Implement the steps of active listening
- Uncover hidden messages
- Listen in emotional situations
- Increase information flow to enhance productivity and teamwork

Just Some of What You Will Learn

- Recognise the essential role of listening at work and in life
- Understand the difference between 'hearing' and 'listening'
- What is listening compared to 'active' listening?
- Just how much of our communication can be interpreted through listening?
- What are listening competencies, and why do you need them?
- Understand how your emotions effect your ability to pay attention and to listen
- How to identify and appropriately respond to other people's auditory cues
- Understand the role of the body language in the listening process
- How to manage and encourage constructive collaboration with others by becoming a better listener
- Develop a range of simple techniques for listening actively when others are difficult or challenging to listen to

How to Develop Your Emotional Intelligence

People don't care how much you know until I know how much you care.
That's why developing your emotional intelligence is an important career skill.



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How to Develop Your Emotional Intelligence

Why This Course is Important

Managers and employees with high levels of emotional awareness and self-control not only manage their own behaviours better but they also enjoy more positive relationships with others. Emotionally intelligent people experience more happiness and success.

Emotional awareness and emotional management (also known as emotional intelligence) are essential for having a successful career and a fulfilling personal life.

The **How to Develop Your Emotional Intelligence** training will teach participants that if they are unable to control their emotions, their thoughts can interfere with their ability to get on with others or manage their own state. On the contrary, knowing what triggers their emotional responses and understanding how to exercise self-control enables them to confront difficult issues and manage almost any emotionally-charged situation with ease.



The Course Objectives

Successful completion of this course will increase your ability to:

- Manage your emotions by recognising how thoughts and emotions are connected
- Improve your self-control by identifying physical cues that indicate your emotions may be taking over
- Discover how emotional intelligence can help you develop more positive relationships at work and a more optimistic outlook to express your needs and feelings appropriately
- Explore how to use emotional intelligence to bounce back from setbacks

Just Some of What You Will Learn

- Practical ways to develop your self-awareness by discovering how thoughts drive feelings and recognising your physical cues that emotions are arising
- Learn to prevent emotional-hijacking by using techniques for collecting your thoughts
- How to develop more positive relationships with others at work through empathy
- Improve communication by building assertiveness skills
- Use your emotions as a tool to improve the process of conflict resolution
- Keep your composure and stay focused in stressful or high-pressure situations
- The best away to reframe thinking, change perspective, and bounce back from setbacks

Understanding and Applying Ethics at Work

Learn the difference between what should and shouldn't be permitted. What's right and what's questionable and how to make good judgements.



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Understanding and Applying Ethics at Work

Why This Course is Important

Working in an environment where ethics are blurred or employees disregard rules and policies can have negative consequences on organisational trust, team-building, communication and morale. There could even be legal implications.

Ethical behaviour tends to be a broad term, encompassing accountability, professionalism, and respect. According to the Ethics Research Center, 62% of workers in organisations without ethics programs witness misconduct, compared to 33% of employees with effective ethics programs.

In **Understanding and Applying Ethics at Work**, participants learn about ethics and how to pinpoint unethical behaviour. As a result, they will know what actions are of the highest integrity and what's required to create an organisation where trust and honesty are paramount. Everyone will also learn what to do if they observe behaviour that is unethical.



The Course Objectives

Successful completion of this course will increase your ability to:

- Dispel common myths about business ethics
- Describe the ideal ethical workplace
- Implement ethics guidelines and policies in your organisation
- Identify and resolve typical ethical dilemmas
- Recognise common excuses for unethical behaviour and what to do about them
- Deal with unethical coworkers, customers, and vendors

Just Some of What You Will Learn

- What are ethics?
- Examples of ethical and non-ethical behaviour at work
- The consequences for not upholding company ethics
- Benefits of an ethical workplace
- Guidelines for working in and achieving an ethical workplace
- Is this ethical? Apply decision making tools and analysis
- Anti-Bribery/Anti-Corruption
- Conflicts of Interest
- Gifts and Entertainment
- Political Activities
- Information Security
- Confidential Information
- If you're a leader, learn how to handle and discipline people who have behaved unethically
- What are your organisation's ethics policies?
- Case Studies: Working through common workplace ethical dilemmas

Using the Golden Rule to Get Along With Others

With so much time being spent at work, it's important to give team members the skills to get on with each other every day.



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Using the Golden Rule to Get Along With Others

Why This Course is Important

If you surveyed a random list of organisations and asked them what their core values were, chances are that most would identify 'respect' as one of their top values. But what does 'respect' actually mean, and why is it essential in today's workplaces?

A recent study of more than 17,000 employees from across 80 countries revealed that having respect for customers and their colleagues are two of the core elements for creating a positive work culture and atmosphere to work in.

During the **Using the Golden Rule to Get Along With Others** training, participants will learn that everyone wants to feel respected at work. After all, a respectful work environment motivates everyone to do their best work and to support their customers and colleagues. Participants learn that treating others the way they want to be treated not only produces positive results for themselves but a happier place to work too.



The Course Objectives

Successful completion of this course will increase your ability to:

- Examine the behaviours that contribute to a respectful workplace at the individual and organisational level
- Recognise the importance of building an organisational culture that fosters respect
- Implement strategies to maintain a respectful work environment when faced with stress, uncertainty, and change
- Maintain and rebuild respect after there has been an offence

Just Some of What You Will Learn

- Demonstrate self-respect by following steps for mastering your emotions
- Maintain respect when sending and receiving messages via electronic tools
- General rules of etiquette when interacting with others on social media
- The three elements of organisational respect and how to implement them in the workplace
- Develop reciprocity to boost collaboration and respect
- Understand how cultural differences affect individual perceptions of respect
- General guidelines for respectful interactions when you are unfamiliar with someone's culture
- Respond to an offensive statement/action in a mature and respectful manner
- Questions to consider to avoid a similar situation where you may have offended someone

How to Make Yourself Indispensable at Work

Learn what it takes to be the sort of employees and the organisation would desperately fight to keep



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How to Make Yourself Indispensable at Work

Why This Course is Important

While every employee has a specific role in their team, today's workplace requires that staff are ready and willing and able to take on a range of new tasks to accommodate frequent organisational changes - and still remain productive.

Flexibility is a long-standing trait of highly effective teams and employees and an increasingly necessary aspect of being part of a high-performance team.

It is crucial to know how to take the initiative and assume new tasks and even temporary roles within a team. It is also important to communicate across various departments, individuals, co-workers, and customers at every level.

How to Make Yourself Indispensable is a course designed to make everyone an invaluable employee. Participants will learn the critical skills to adapt and often embrace sudden and unexpected situational changes at work. They'll learn how to thrive under pressure and expand their career opportunities by knowing how to take the initiative, effectively resolve problems, share their knowledge, and be an overall positive influence at work.



The Course Objectives

Successful completion of this course will increase your ability to:

- Take ownership of your responsibilities and results
- Take initiative to go above and beyond what is expected of you
- Expand your sphere of influence
- Perform well under pressure
- Adapt to changing situations
- Be someone others want to work with
- Help others improve their performance
- Avoid being 'irreplaceable'—locked into your role and unwilling to share your knowledge

Just Some of What You Will Learn

- Take responsibility for the results of your work and review processes to make improvements
- Step outside your comfort zone to take advantage of career-building opportunities
- Network and communicate effectively between teams and departments to expand your scope of influence
- Set aside emotions and excel under pressure
- Implement high standards for teams and encourage team members
- Learn to be a 'replaceable' employee by sharing your knowledge and working through change to become a positive influence

How to Manage Your Emotions at Work

Understand how to keep your emotions in check especially when you are working in a stressful environment.



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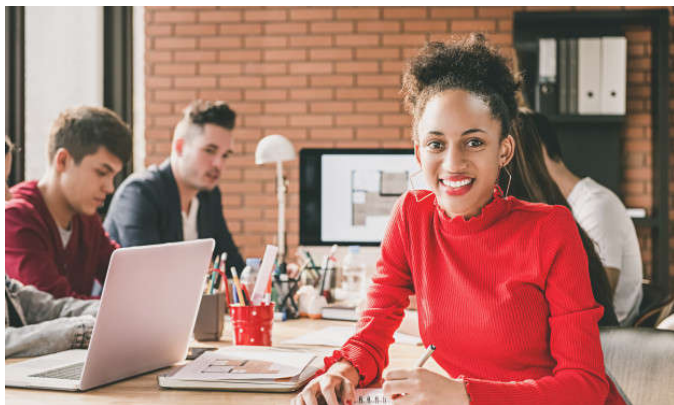
How to Manage Your Emotions at Work

Why This Course is Important

In a typical workday, employees encounter all sorts of situations with colleagues, customers, and problems with the work itself that can spark a variety of emotions. It could be a disagreement over a decision that's been made, feeling frustrated that your manager is not listening to you, a conflict with a colleague, or perhaps complete dissatisfaction with your work. To get through the day, it is important to know when and how to express your emotions and when to keep them in check.

How to Manage Your Emotions at Work is designed to give you the tools to recognise your emotional triggers and to control your emotional and physical responses, as well as handle other people's emotions too.

By the end of this training, you will be able to communicate more effectively with your manager and colleagues and channel negative energy into more positive and productive activities and know how to boost your overall emotional intelligence.



The Course Objectives

Successful completion of this course will increase your ability to:

- Recognise the messages your emotions send you at work and in your personal life
- Understand the trigger-perception response cycle
- Reframe your thinking to avoid emotional outbursts
- Replace emotional outbursts with productive communication
- Recover from your own or another person's emotional outburst
- Employ long-term strategies to channel emotions productively

Just Some of What You Will Learn

- Understand the trigger-perception-response cycle
- Learn how to recognise your own emotions
- Discover how you can relate to others' emotions
- Actively listen when others are talking
- The best way to use interpersonal communication and understand the nonverbal cues of your behaviour
- How to control your thoughts and feelings
- Manage your emotions and express them in a socially acceptable way
- How to receive criticism positively and benefit from it
- Learn ways to forgive and move on rationally from interpersonal conflict

How to Develop Positive and Productive Work Habits

Grow your skills and ability every day by getting rid of unhelpful behaviours and developing productive work habits.





Online, with Post-Course Live Coaching



Detailed Workbook Included



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How to Develop Positive and Productive Work Habits

Why This Course is Important

The modern work world is full of unproductive distractions. Private e-mails, social media, the Internet, and chatty coworkers can cut into a person's productivity and prompt procrastination. Work left unfinished today becomes a mountain of work due tomorrow, making a lack of productivity one of the biggest causes of frustration for teams.

A national survey conducted by Harris Poll reveals that the consequences of distraction and poor productivity include compromised quality of work, low morale, poor employee relationships, missed deadlines, and unhappy customers.

How to Develop Positive and Productive Work Habits is designed to teach all employees how to kick bad habits and stay more focused on higher quality work throughout the day. As a result, everyone will work at a higher level and be able to effectively prioritise tasks, improve their relationships, and get things done faster.



The Course Objectives

Successful completion of this course will increase your ability to:

- Recognise the difference between true productivity and 'fake' productivity
- Prioritise your daily work based on your key results
- Improve your ability to focus
- Eliminate habits that detract from your productivity
- Work effectively with colleagues
- Cultivate the nine habits that will increase your productivity

Just Some of What You Will Learn

- The many benefits of working productively
- Identifying your purpose and prioritising key results
- Focus on outcomes and planning your day
- Evidence against multi-tasking
- How to minimise interruptions and find immersion in activities
- The law of diminishing returns
- How to break bad habits like procrastination, negativity, and succumbing to distractions

How to Write Persuasive Business Reports

Learn how to construct plan out and write short or longer business reports that get read and actioned.



Online, with
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How to Write Persuasive Business Reports

Why This Course is Important

Whether you are asked to write monthly reports, leadership updates, operational briefs, or reports commissioned by your clients, one thing we know is that the people reading your reports are usually pressed for time. They need to know what your report recommends and to get this information quickly.

Yet many employees (who haven't received training) tend to write reports that are unorganised, wordy, overly formal or too informal, and are inconsistently formatted. All of this results in unnecessary confusion for the reader and a loss of credibility for the report's author.

During the **How to Write Persuasive Business Reports** training, participants will learn how to craft each report around a concise high-level message, supported by logically ordered support points. They'll discover how much technical detail to include, what to do about business jargon, and what to do when new facts force them to change the report angle.



The Course Objectives

Successful completion of this course will increase your ability to:

- Identify how to prepare the content and structure of your report
- Discover the elements that make up some of the most common types of reports
- Learn techniques for making your report clear, credible, professional, and accurate
- Understand how to best present the content of your report

Just Some of What You Will Learn

- Understand the three most common purposes of reports
- How to tailor the content of a report to meet the specific needs of the audience
- The three basic components that form the structure of most types of reports
- Key ideas to highlight in reports that are intended to serve each of the three most common purposes
- Writing techniques that lead to clear, credible, and effective reports
- How to prevent the conditions that contribute to misrepresenting information
- How to strike a balance between the big picture and important details when presenting the content of a report
- Using visual aids to support the presentation and highlight the main idea

How to Be Resilient In Challenging Times

In difficult times it's important to know how to be more resilient and manage your stress.



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How to Be Resilient In Challenging Times

Why This Course is Important

It's fair to say that a great majority of managers and employees encounter all sorts of stressful situations at work each day. Changing work priorities, angry or unhappy customers, team tension, or simply being asked to do more work than is possible can create unnecessary stress and pressure. Then, that employee must go home and try to forget about work and take on personal responsibilities. Yet how many people can switch off once they leave work?

How to Be Resilient In Challenging Times is designed to give participants the tools they need to identify workplace stressors, help end self-deprecating talk, build communicative workplace structures, and calmly deal with change.

As a result of this course, attendees will be able to calmly handle daily upsets, have better relationships with coworkers and clients, and find greater happiness and satisfaction in day-to-day work life by developing greater personal resilience.



The Course Objectives

Successful completion of this course will increase your ability to:

- Bounce back from adversity
- Build your self-esteem as a foundation of resilience
- Make and maintain connections to build resilience
- Accept and embrace change
- Use flexible thinking to overcome obstacles
- Implement stress management and relaxation strategies to maintain resilience

Just Some of What You Will Learn

- How to build 'quake-proof' resilience by being firm and flexible
- How to recognise your inner voices: critic, worrier, victim
- How to build a support network
- Strengthen connections and work through conflict
- Set goals and achieve them
- The four stages of change: denial, anger, bargaining, acceptance
- Recognise and overcome resistance
- Characteristics of personal responses to change: No!, Go!, Slow, and Flow

KH11 Missing image bottom left
Karla Hess, 6/12/2020

How To Collaborate and Work Well Together

It said that Synergy is $1+1=3$. Learn how to work together to produce more than you could individually.



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How To Collaborate and Work Well Together

Why This Course is Important

The old expression 'two heads are better than one' is certainly true when collaboration runs smoothly. Workplaces are great when everybody gets along, contributes their unique perspectives, and works together to resolve problems productively. But what about when there are disagreements, people argue, work gets stalled, and team members don't want to work together?

Successful collaboration involves far more than just working side-by-side. It's a process that requires a team to have the right attitude, complementary skills to get the work done, and procedures to deal with differences and disagreements. Working cooperatively will not only make the work of the individual contributor easier but it will also help each team member become more effective.

How To Collaborate and Work Well Together focuses on how to structure and implement an effective collaboration process so that working with others will be a productive and enjoyable experience.



The Course Objectives

Successful completion of this course will increase your ability to:

- Understand when collaboration is an effective and beneficial approach to a project—and when it isn't
- Establish and communicate expectations to group members to ensure a successful collaboration
- Recognise the inward attitudes and outward behaviours necessary to collaborate well
- Identify non-collaborative behaviours and implement strategies to cope with them

Just Some of What You Will Learn

- Why collaboration is often necessary in today's business climate, and how it can benefit both organisations and individual employees
- How to decide who to involve in a specific collaboration, as well as how to determine the objective, define roles, and agree on operating norms
- The best way to develop a collaborative mindset and demonstrate a willingness to collaborate with observable actions and behaviours
- Why expressing your thoughts carefully and conscientiously can greatly support collaboration and build good relationships
- Strategies to strengthen your network, display collaborative leadership, and establish effective teamwork

How to Write Emails That People Want to Read

Learn how to write emails that are easier to read, get to the point faster enable your readers to take action easier.



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+ Lunch &
Learn Available



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How to Write Emails That People Want to Read

Why This Course is Important

Sending and receiving dozens of emails every day means that, for many employees, writing faux pas are way too common.

Sending an email with a glaring typo, not editing and proofing an email to save time, or distributing an email that includes vague or confusing information are typical mistakes that can make even a dedicated employee look incompetent.

How to Write Emails That People Want to Read will teach participants how to craft email messages that are easier to read and to help them get information out to their readers effectively, while reducing misunderstandings and mishaps in the process.

As a result of this training, attendees will be able to create an image with words, increase their ability to communicate, make fewer embarrassing mistakes, and get business done faster. In doing so, they will improve their relationships with managers, colleagues, and customers.



The Course Objectives

Successful completion of this course will increase your ability to:

- Implement techniques to effectively write all types of business documents
- Utilise outlining to plan documents
- Follow acceptable email protocol
- Edit and proofread your email for complete and professional results

Just Some of What You Will Learn

- How to spend less time writing
- Using the right writing style and tone
- how to organise your email message so it is easy to read
- Plan a document to specify what action you want readers to take, using the AABCD method
- Understand the structure of reports, emails, proposals, letters, and memos
- Strategies to organise your message
- Jumpstart out of writer's block
- The steps of the editing process
- How to proofread an email properly

How to Stay Focused When You Are Crazy-Busy

If you have too much to do and not enough time to do it in, then right now is a good time to learn how to stay focused.



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How to Stay Focused When You Are Crazy-Busy

Why This Course is Important

Today's workplace is anything but static and predictable. Most organisations, both small and large, are struggling to do more with less, as they try to keep up with the rapidly changing face of work. The people who are at the receiving end of all this change are the hard-working employees who must continue adapting in order to go on.

The problem is, how does an employee who already has enough work on their to-do list cope when their manager gives them more responsibilities or tasks?

How to Stay Focused When You Are Crazy-Busy is an empowering training program for busy managers and employees that will teach participants how to handle a changing workplace in which it seems workers are required to do more and more. They'll discover how to respond to change and uncertainty and become more valuable. This course will increase people's self-confidence, reduce their stress level, and help them to get more done.



The Course Objectives

Successful completion of this course will increase your ability to:

- Recognise and understand typical responses to change and uncertainty
- Understand the importance of a positive attitude and a flexible approach to change
- Identify strategies for maintaining focus and composure during periods of change

Just Some of What You Will Learn

- The stages of the typical change cycle and the responses to change at each stage
- How a positive attitude, flexibility, and adaptability contribute to successful change
- How to evaluate your feelings and learn more about the change so you can look at it objectively
- How to find the risks and opportunities in change
- Strategies for determining what actions and resources will help you make the most of change

How to Take Initiative and Make Things Happen

Learn how to be the person who doesn't wait to see what happens, but rather takes initiative, get things done and makes things happen.



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How to Take Initiative and Make Things Happen

Why This Course is Important

Initiative – you know it when you see it. Managers and employees who take the initiative at work act instead of react. They complete tasks without being told. They spot opportunities and seize them, and they persist in the face of obstacles.

Employees who take the initiative reflect a proactive culture. This means solutions are found to fix simple or challenging problems, their team is given the kudos, and the organisation is less likely to become a 'dinosaur' with a 'we've always done it that way' attitude.

The How to Take Initiative and Make Things Happen training reveals to all attendees that employee initiative can make a big difference in many ways, some of which include more significant customer satisfaction, cost savings, new product ideas, and better problem-solving skills. Training presents a number of tools, frameworks, and techniques to help every attendee learn how they are able to take initiative and work, regardless of their job title.



The Course Objectives

Successful completion of this course will increase your ability to:

- Find an opportunity to take initiative by anticipating a need
- Conduct research and gather information to develop your idea
- Present your idea with confidence and gain necessary approval
- Follow through on your idea with clear action steps

Just Some of What You Will Learn

- How to put yourself in another's place, volunteer, and focus efforts to anticipate needs
- Generate an idea for taking initiative by using creative thinking skills
- Develop a network of people who can help support the growth of your idea
- How to assess risk and develop contingency plans for high-probability/impact issues
- Demonstrate accountability and maintain resilience in the face of setbacks

Working With People From Different Generations



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Working With People From Different Generations

Why This Course is Important

Did you know that employees from up to five generations are working side by side in many workplaces?

These distinctive life experiences lead to differences in how they express values, in their sources of motivation, and even in their personal preferences for communication. On one hand, it's incredible that we have such a diverse workforce; however, unfortunately, sometimes these differences can lead to clashes and conflicts among coworkers of different generations.

In the **Working With People From Different Generations** training, participants will better understand the differences between themselves and their colleagues, so they can minimise misunderstandings and improve the way they collaborate and work together. This training is all about helping each generation understand the other and know how to bring the best out in their interactions with colleagues and customers.



The Course Objectives

Successful completion of this course will increase your ability to:

- Identify the generations in the workplace and the experiences that shape them
- Examine the stereotypes associated with each generation
- Understand potential challenges when interacting with different generations
- Demonstrate techniques that foster respectful communication with different generations
- Implement strategies to unite employees of all ages

Just Some of What You Will Learn

- The societal events, economic states, parenting styles, and technological changes that have influenced each generation's 'personality'
- Differences in perspective on respect, loyalty, work ethic, communication, feedback, and authority
- How to minimise conflict by acknowledging, accepting, and adjusting to differences
- Specific sources of motivation for each generation to support collaboration
- How to build a sense of intergenerational community