

# kenttrainers



***business training  
in south-east england 2011***

**The Leadership  
and Management Grant**

**Up to 50 % funding available for our eligible training!**

**01892 836110    [www.kenttrainers.co.uk](http://www.kenttrainers.co.uk)**

Eligible businesses can use the grant towards our Leadership and Management Programmes, tailored to your needs and delivered at your own premises. Our in-house programmes focus on the key issues for you and your leadership team, such as:

Strategic planning for growth and success	Developing high performing and productive teams	Enhancing your leadership style for maximum impact
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At a cost of £1125 per day, with the possibility of a 50% reimbursement up to £1000, this can give you excellent value for money.

These scheduled courses are also eligible for up to £1000 funding for any business leader who applies for the grant:

Course Title	Scheduled	Cost after funding
Management Programme (3 days)	11 & 18 & 25 October, Lenham, 18 & 25 November & 2 December, Tunbridge Wells	£547.50
Senior Leadership Programme (2 days)	7 & 8 September, Lenham, 17 & 18 November, Fawkham, 1 & 2 December, Greenwich	£433
Team Leadership (2 days)	14 & 15 September, Canterbury 3 & 14 October, Greenwich 1 & 2 December, Lenham	£365
HR Essentials (2 days)	18 & 19 October, Lenham 5 & 6 December, Greenwich	£365
Managing Under-Performance & Difficult Behaviour	6 October, Uckfield 7 November, Greenwich	£182
Dealing Effectively with Conflict	29 September, Fawkham 11 November, Ashford 9 December, Greenwich	£182
Basic Psychology for Business Part 1	14 September, Canterbury 14 October, Greenwich 9 November, Uckfield	£182
Basic Psychology for Business Part 2	4 October, Canterbury 25 November, Greenwich 6 December, Tunbridge Wells	£182
Chairing Effective Meetings	8 September, Fawkham 18 November, Greenwich 13 December, Tunbridge Wells	£182
Negotiating, Influencing & Persuading	7 September, Canterbury 24 November, Uckfield 5 December, Greenwich	£182
Recruitment - Getting it Right	20 September, Uckfield 29 November, Ashford 5 December, Greenwich	£182
Performance Management & Appraisal	20 September, Tunbridge Wells 28 October, Greenwich 14 December, Ashford	£182

If your Company employs between 2 and 250 people, call Kate or Richard on 01892 836110 or email [kate@kenttrainers.co.uk](mailto:kate@kenttrainers.co.uk) to discuss how you can benefit from this fantastic opportunity.

The Grant of up to £1000 is provided by Skills South-East and is subject to eligibility and availability. All costs quoted exclude VAT which is charged at the prevailing rate.

Management Programme (3 days)	Leadership Programme (2 days)
<p><b>Day 1: Being a Great Manager</b></p> <ul style="list-style-type: none"> <li>Feeling in control</li> <li>Personal time management</li> <li>Conducting effective meetings</li> <li>Controlling your response to stressful situations</li> </ul> <p><b>Day 2: Powerful Interpersonal Skills</b></p> <ul style="list-style-type: none"> <li>The keys to excellent communication</li> <li>Giving &amp; receiving powerful feedback</li> <li>Delegating effectively to get more done</li> <li>Motivating the people around you</li> </ul> <p><b>Day 3: Managing for Great Results</b></p> <ul style="list-style-type: none"> <li>Understanding how your team works</li> <li>The essence of leadership</li> <li>Problem solving</li> <li>Persuading &amp; influencing others</li> </ul>	<p><b>Day 1: Personal Leadership - Personal Impact and Aims</b></p> <ul style="list-style-type: none"> <li>The role of the leader: leadership role models</li> <li>Personal goal setting</li> <li>Living at the top</li> <li>Creating the right impression</li> <li>Inspiring loyalty, respect and confidence</li> <li>Motivating your employees</li> </ul> <p><b>Day 2: Move your business to the next level</b></p> <ul style="list-style-type: none"> <li>Creating vision and thinking strategically</li> <li>Challenging the old ways: creating opportunities to innovate</li> <li>Doing what's right; not what's easy</li> <li>Influencing and persuading</li> <li>Gaining rapport and powerful listening</li> <li>Transformational Leadership</li> </ul> <p>In addition to two days' training you also will receive an hour's telephone/Skype coaching and a leadership book for future reference.</p>
<p><b>Who is it for?</b> New managers with around six months' experience. It is also a great refresher for experienced managers.</p>	<p><b>Who is it for?</b> Owners, directors and senior managers with strategic responsibilities.</p>
Team Leadership (2 days)	HR Essentials (2 days)
<p><b>Day 1: The roles and responsibilities of a team leader</b></p> <ul style="list-style-type: none"> <li>What is required of you as Team Leader?</li> <li>The key skills of successful Team Leaders</li> <li>Explore your own approach to working with others</li> <li>Different management styles for different situations</li> <li>Understanding team dynamics and the team life-cycle</li> <li>Understanding the roles individuals play within teams</li> </ul> <p><b>Day 2: Tools and techniques for managing team performance</b></p> <ul style="list-style-type: none"> <li>Setting goals &amp; objectives for your team</li> <li>Delegating effectively to team members</li> <li>Motivating a diverse team of individuals</li> <li>Working with difficult team members</li> <li>Giving constructive feedback</li> <li>Handling team meetings effectively</li> </ul>	<p><b>Day 1: Employing Staff</b></p> <ul style="list-style-type: none"> <li>The employment cycle</li> <li>The recruitment &amp; selection process</li> <li>Effective competency-based interviewing skills</li> <li>The contract of employment</li> <li>Essential policies and procedures and the staff handbook</li> <li>Welcoming new staff and the induction process</li> </ul> <p><b>Day 2: Managing Staff Performance</b></p> <ul style="list-style-type: none"> <li>Developing effective personal development plans</li> <li>Overview of the appraisal process</li> <li>Introduction to training needs analysis</li> <li>Validation and evaluation of jobs</li> <li>Overview of handling under-performance</li> <li>Handling disciplinary &amp; grievance situations</li> </ul>
<p><b>Who is it for?</b> Recently promoted team leaders and those who have not had formal training in team leadership.</p>	<p><b>Who is it for?</b> Anybody who needs to know and understand fundamentals of human resource management.</p>

<b>Managing Under-Performance &amp; Difficult Behaviour</b>	<b>Dealing Effectively with Conflict</b>
<ul style="list-style-type: none"> <li>• Understanding reasons for under-performance</li> <li>• Turning negative behaviours into productive performance</li> <li>• Setting effective targets</li> <li>• Delivering quality feedback with assertive communication</li> <li>• Recognising and rewarding positive progress</li> <li>• The disciplinary route: your legal options</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the causes of conflict</li> <li>• Identify your own preferred style when dealing with conflict</li> <li>• Use assertive behaviour to maintain control</li> <li>• Practice effective communication to facilitate resolution</li> <li>• Develop a personal plan for dealing with conflict situations</li> <li>• Avoid conflict before it escalates</li> </ul>
<p><b>Who is it for?</b> Managers and HR professionals who need to know how to manage under-performance and difficult behaviour.</p>	<p><b>Who is it for?</b> Managers who want to develop the knowledge, skills and confidence to deal effectively with workplace tensions.</p>
<b>Basic Psychology for Business Part 1</b>	<b>Basic Psychology for Business Part 2</b>
<ul style="list-style-type: none"> <li>• What is Transactional Analysis? Why is an understanding useful?</li> <li>• Transactions: communication and mis-communication at work</li> <li>• Contracting: how to create clear agreements</li> <li>• Life positions - I'm OK - You're Ok</li> <li>• Life Scripts: how past experience can affect performance</li> <li>• Stroking: the importance of recognition within our relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Ego States: the different ways in which we behave.</li> <li>• Discounting: how we filter out aspects of reality</li> <li>• Time Structuring: what motivates people's social behaviour</li> <li>• Psychological Games: recurring patterns of behaviour</li> <li>• Psychological Rackets: learnt feelings and behaviours</li> <li>• Drivers: five fundamental personality types</li> </ul>
<p><b>Who is it for?</b> Anybody interested in people; particularly those who rely on their interactions with others in their professional lives.</p>	<p><b>Who is it for?</b> Anyone who wants gain more tools and resources to manage powerfully at work. You must have prior experience of TA.</p>
<b>Chairing Effective Meetings</b>	<b>Negotiating, Influencing &amp; Persuading</b>
<ul style="list-style-type: none"> <li>• Setting objectives &amp; selecting key people</li> <li>• Preparation of useful agendas and action plans</li> <li>• Controlling the meeting: participation &amp; staying on track</li> <li>• Stimulating useful discussion</li> <li>• Controlling difficult participants</li> <li>• Working with the minute-taker</li> </ul>	<ul style="list-style-type: none"> <li>• Understand how powerful communication works</li> <li>• Understand the structure of a negotiation process</li> <li>• Planning and preparing a negotiation</li> <li>• How to move through the negotiation process</li> <li>• Handling aggressive behaviour</li> <li>• Gaining agreement and closing the negotiation down</li> </ul>
<p><b>Who is it for?</b> Anybody who chairs and manages meetings, or is a facilitator of discussions.</p>	<p><b>Who is it for?</b> Anyone who would like to be more influential and persuasive in their interactions with colleagues or clients.</p>
<b>Recruitment - Getting it Right</b>	<b>Performance Management and Appraisal</b>
<ul style="list-style-type: none"> <li>• Your legal requirements when recruiting staff</li> <li>• Avoiding claims for discrimination in the selection process</li> <li>• Using job descriptions and person specifications</li> <li>• The short listing process - reviewing CVs and application forms</li> <li>• The key points of recruitment interviewing</li> <li>• Behavioural interviewing: asking the right questions</li> </ul>	<ul style="list-style-type: none"> <li>• The Performance Management lifecycle, and setting of standards</li> <li>• What are SMART objectives?</li> <li>• Developing a Personal Development Plan</li> <li>• Monitoring and collecting evidence and continuous feedback</li> <li>• Undertaking the preparation before the appraisal</li> <li>• Understanding the key appraisal meeting skills</li> </ul>
<p><b>Who is it for?</b> Owners, directors, managers, HR/personnel who are involved in recruiting staff into their business.</p>	<p><b>Who is it for?</b> Managers with the responsibility for delivering appraisals or undertaking performance management reviews.</p>