



Business
Improvement
Programmes 2008
for Managers and Team Leaders

About Us

We are an established quality provider of management and leadership training. The company was started in 1988 in Edinburgh to provide technical consultancy education and training for those working on development projects throughout the world. TRC Training and Personal Development was established in 1992 working with large public sector organisations and TRC projects.

In 1995 the company opened an office in Canterbury and since then has worked closely with the University of Kent, The University of Greenwich and Business Link Kent on the following:

- projects
- conference work shops
- course and degree design
- “in house” company training
- teaching on MOD resettlement programmes
- delivering open courses on business improvement

TRC has a history of development in the following sectors:

- Health and Social Care
- Banking and Legal professions
- Engineering
- Pharmaceutical
- Hospitality

The programme of short courses is designed specifically for business leaders and managers and will be delivered by a team of specialist training providers. All delegates will receive a course workbook which will contain full course notes, exercises, case studies and some guided reading, so that the learning can continue long after the course has ended. The courses are run on a continual monthly basis at a variety of locations including Maidstone, Canterbury, Chatham and Hastings in the South East of England.

In-House Course Option

Do you have five and more employees who have similar training and development needs?

The In-House option provides you with a cost effective course when and where you want it, that will be customised to meet the needs of your staff. The service includes a free training/development needs analysis for the business.

For further details contact Judyn Matthewman 01227 711118

Management and Leadership Development



Essential Management Skills – 2 days *MLD1*

Today managers need to inspire and motivate, as well as learn the vital skills in communication and leadership. The workshops will be highly interactive, with some discussion on the latest management thinking. There is a gap between the workshops of four weeks to allow participants to develop their skills. The trainer will provide support during this time by email.

Course Content

- **Managing Ourselves and Others**
Developing a management style and role, the concept of assertive behaviour, motivation, attitude and behaviour, delegation and empowerment
- **Management and Communication**
The process and barriers to communication, developing empathy, giving and receiving critical feedback personal styles of communication
- **Management and Leadership**
What is leadership, managing conflict, set objectives and prioritise activities

Motivation and Leadership – 1 day *MLD2*

Leading is expected of managers, although they may not be the most suited person for the task. You will leave the workshop with the knowledge and skills to lead and motivate teams, delegate leadership when appropriate, so meeting business objectives.

Course Content

- Leading versus managing
- Motivating and supporting teams
- Establishing your role as a leader
- Reviewing the effect of reward systems
- Leadership styles and setting objectives
- Giving feedback
- Influencing the culture of the business
- Measuring the success of the team

Introduction to Project Management – 1 day *MLD3*

Managers are increasingly required to take a project management approach. The benefits of this are: a more holistic view of problems, goal-orientated problem solution processes, decentralised management responsibility and increased business flexibility. The workshop will provide an overview of the nature of projects and the key project management skills.

Course Content

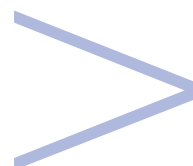
- **Planning projects** – The nature of projects and the project cycle, agreeing the objectives, preparing project briefs, appraising proposals, critical assumptions, risk assessment and the pre-project status. Implementing
- **The project** – Recruiting and managing the project team, group dynamics, decision-making, communications, changes processes and integration
- **Evaluating** – What to evaluate, when and how

Building a Successful Team in Your Business – 1 day *MLD4*

This highly practical workshop will help you build a successful team and give you plenty of ideas and exercises for your own team building workshops.

Course Content

- The differences between groups and teams
- Supporting team working
- Using group dynamics positively
- Achievement and motivation
- Assessing your own team, styles and roles
- Communication and teams
- Developing co-operation and trust
- Leadership and empowerment



Management and Leadership Development cont'd

Delegating and Time Management – 1 day MLD5

Managers need to delegate if they wish to move the business forward. Delegation is a skilful exercise and may need to involve some coaching. The benefits of successful delegation for both you and the business are tremendous.

Course Content

- Time management and delegation
- Developing competence and empowerment
- Setting goals and prioritising activities
- Action plan and personal development
- Analysing the task
- Effective process improvement
- Leadership styles and delegation
- Team working and communications

Managing Change – 1 day MLD6

All businesses are concerned with effecting change, managing these changes and ensuring their sustainability. Managers have to live with changes and make them work for their team. This practical course is designed to provide you with the knowledge and support that you need to manage change in your business. The trainer will provide support and coaching by email for four weeks after the course.

Course content

- Change process
- Mapping the changes for the business
- Formal communications
- Management skills
- Consultation
- Reducing resistance

Who will benefit

Managers, supervisors and team leaders who have responsibility to grow and develop the business or lead the team through the business changes.

The Leadership Programme – 2 days MLD7

Senior managers need to develop themselves as well as their team. Their core management skills may need to be applied now at a strategic as well as operational level to move the business forward. Added to this the senior manager often has to initiate change as well as managing several projects together with their normal workload. This workshop will help your understanding of the role and the demands it carries. A four week gap between the workshops allows participants time to work on a small project or problem that concerns them.

“The leadership programme was not only extremely interesting and stimulating; it also provided strategic and operational advice that enhanced my ability to lead the company. The course material is accurately aimed at Senior Managers/Directors and it was refreshing to meet like minded people with similar responsibilities. In turn it benefited our management team through dissemination of the tools taught on the course. If there is a course that as a Senior Manager you allocate your precious time too then I would strongly recommend this one!”
Denise Robins, General Manager, outlookfostering

Course Content

Managing Communications Managing Projects

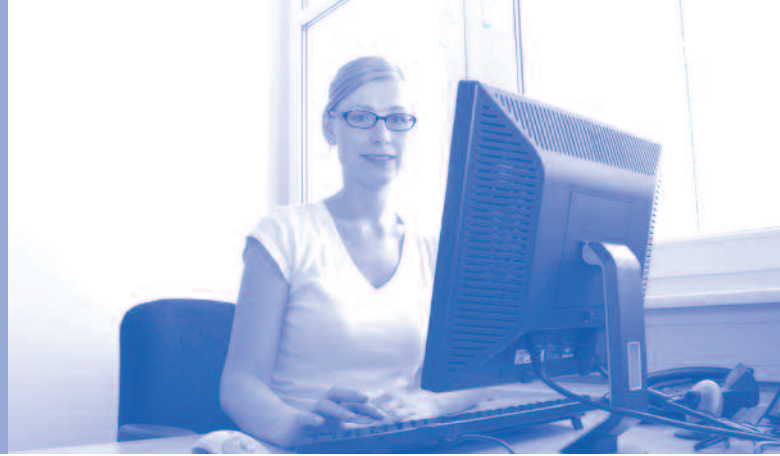
- Communications audits
- Improving communications
- Dealing with conflict assertively

Managing Projects

- Planning Projects
- Preparing the brief
- Monitoring and evaluating

Transformational or Transactional Leadership

- Management versus leadership
- Leadership Styles
- Empowering the team
- Performance management



Managing Change

- Moving from the past to the future
- Creative thinking
- Developing commitment
- Decision making and problem solving

Who will benefit

Managers with five years plus experience, who have to influence and direct business strategy.

Process and Operations Management – 2 days *MLD8*

Operations could be improved if only you had the time or the 'know how'. This is a practical workshop designed to help managers and team leaders get to grips with the operations. You are asked to identify a process or system suitable for studying during the course. There is a four week break between days one and two for delegates to carry out a small project. This will involve observations and timings of processes, meeting with your team for discussion, identifying the waste and pinpointing where value can be increased. Delegates will be able to contact the consultant trainers by email during this period for support

Course content

- Management information on workflows and costs
- Management decisions based on facts
- Leading change and continuous improvement
- How to study work processes
- Establishing workable methods for the business
- Modernising the systems
- Increasing value for you and your customers
- Identifying waste
- Presenting an action plan for the business

Who will benefit

All managers responsible for the efficiency and productivity of operations, those in post for a number of years who would welcome the opportunity to evaluate a current process or system that causes concern and has room for improvement.

Women into Management – 2 days *MLD9*

Women often become outstanding managers if they receive support and encouragement in developing their own confident management style. Many managers have to learn to manage on the job, perhaps through trial and error or by copying others. Women can find it difficult to find a suitable role model as fewer women are recruited for management positions than men. Women are often reluctant to take on management responsibilities due to their fear of having to juggle conflicting demands. There may be negative attitudes to overcome.

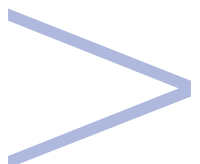
The course consists of two one-day freestanding workshops that together give women managers a substantial programme of management skills to help them establish their management role and style. There is a gap between the workshops to allow participants to develop their skills, carry out some small project work or problem solving exercises.

Course content

- Managing ourselves and negotiating roles
- Developing management styles and dealing with conflict management
- Management and communication
- Management and leadership
- Change management

Who will benefit

This course is aimed at women who are new to management or with a few years experience, or women who are planning to take on management responsibilities



Managing Communications



Assertiveness at Work – 1 day MC10

This interactive workshop for managers and supervisors will help you communicate with others at work with clarity, honesty and integrity. It will improve self-esteem, negotiating ability and enable you to feel more in control, especially in difficult situations

Course content

- Comparing different types of behaviours
- The need for assertiveness and self-awareness
- Establishing your boundaries
- Negotiating needs and managing conflict
- The importance of being able to say “No!”
- Manage and communicate feelings
- Giving praise and constructive feedback
- Personal development

Negotiating and Influencing Skills – 1 day MC11

Negotiating is one of the most important processes at work, drawing on sophisticated skills of communication, being assertive, decision making and working with group dynamics. However, many negotiations resemble a battleground with both parties determined to win as much as possible. This leads to mistrust and difficult relationships at work. The course will give you an opportunity to practise a range of situations, develop your skills and receive feedback from the tutor

Course content

- The nature of negotiations
- Empathising with others
- Psychological contract
- Dealing with conflict
- Using opportunities for negotiating
- Securing mutually acceptable agreements
- Preparing
- Self-awareness and personal feedback

Challenging Communications – 1 day MC12

Most people hate conflict and are frightened of anger. Challenging communications do not improve in the long term by using avoidance tactics. Staff also have the right to feel safe and respected at work. This practical course will help you develop the strategies and skills to deal with these situations.

Course content

- Dealing with angry customers/colleagues
- Identify what causes anger
- Diffuse the situation
- Establish safe boundaries of behaviour
- Anticipate problems
- Risk assessment
- Develop empathy
- Resolve conflict
- Manage the physical environment
- Improve

Improving Communications in Your Business – 1 day

Effective communication is vital for people to work well together. The consequences of when it goes wrong can be dramatic or at least irritating and time wasting. This course is essential if you want to improve how the business works and its profitability.

Course content

- The communication process
- Identifying the barriers and the cost to the business
- How to auditing the business communications
- Tracking the communication flow
- How much information is really required to circulate?
- Using the media properly

Public Speaking and Presentations

Many managers are expected to communicate effectively in public whether this is to colleagues, clients, and the media, at conferences, in the political arena or at meetings. The event itself can inspire quite a lot of anxiety, which with coaching and planning can be mastered successfully. This practical course will help you speak in public or make presentations that are interesting and convincing to a variety of audiences.

Course content

- Plan, structure and prepare a presentation
- Know the audience: "What's in it for me?"
- Control anxiety and feel more at ease
- Develop breathing and voice control
- Add professionalism through appropriate non-verbal means.
- Select and prepare visual aids
- Respond to questions and objections assertively

How to Appraise Your Staff – 1day *PFM1*

An appraisal should be mutually profitable for both the appraiser and the appraisee. It should enhance communications and improve working relationships. The workshop will look at different systems, help you prepare for the formal interview and practise your skills.

Course Content

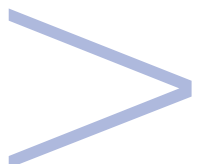
- The process of performance management
- Using an appropriate system for the business
- Clarifying the role of the appraiser
- Planning and practising effective interviews
- Giving constructive feedback
- Agreeing objectives and performance indicators
- Motivation and performance management
- Benefits of effective performance management

Preparing for the Appraisal Interview – Training the Appraisee – 1/2 day *PFM2*

Employees need to prepare for the appraisals as well as the appraisers. This is crucial for developing commitment and ownership of a dynamic process. Managers should invest some time to train appraisees so that they know what their role is and can consolidate their skills.

Course Content

- How adults like to learn
- Developing training skills
- Appraisal interviews and performance management
- Importance of effective preparation
- Skills and behaviours for effective interviews
- Role of the appraisee
- Agree SMART objectives and development plans >
- Increasing motivation



Performance Management cont'd

Managing Stress and Performance – 1 day

PFM3

Businesses can no longer afford to ignore high levels of stress at work. This has both a human and a financial cost, involving low levels of performance and quality, absenteeism, staff turnover, and poor staff relationships.

The course will help you to develop a greater awareness of both the symptoms and effects of stress within yourself and others and initiate a Work Positive strategy for your business.

Course Content

- The nature of stress
- What are its causes and symptoms
- What is the impact on the business
- Health and Safety
- Self awareness and risk assessment
- Strategies for tackling stress
- Action plan for a healthy workplace
- Relaxation and performance

Business Coaching and Mentoring – 2 days

PFM4

Most people learn their management and leadership skills on the job. This sometimes leads to bad habits or lack of confidence. Coaching is a very effective, time and cost efficient way for individuals to learn. Others have the knowledge but have problems in putting it into practice. Particularly when businesses have to continuously improve and adapt to change. Mentoring could be the answer.

Who will benefit

This course is designed for managers interested in acting as a coach and mentor in their business and for training and H.R. specialists who wish to offer this service to their clients. A four-week gap between workshops allows you time to practice your skills with support from the course trainer

Course Content

- Performance development
- Applications for coaching and mentoring
- How does mentoring work?
- Coaching model
- Identifying developmental needs
- Questioning techniques
- Putting coaching and mentoring into practice
- Evaluating and measuring results

How to Market and Grow your Business

– 1 day *PFM5*

All businesses are concerned by staying competitive, finding clients and taking advantages of new business opportunities in South East. Do you know how to market and grow your business? This practical course will show you the way.

Course Content

- The Kent 20 /20 Vision
- Introduction to marketing planning
- Techniques to help promote your business
- How to integrate communications
- Targeting for success
- How to profile and find your potential customers
- Managing and implementing the plan
- Managing changes

Management and the Law



A series of one day and half day practical workshops will provide you and your team with an excellent grounding in this topic. The courses will be arranged on demand or delivered In-House

The Function of Personnel – 1 day *ML1*

Course Content

- The role of personnel
- Recruitment and selection
- Discrimination
- Engagement procedures
- Contracts of employment
- References
- Induction check lists
- Maternity procedures
- Termination, notice periods and exit interviews
- Discipline and dismissal
- ACES code of practice

Who will benefit

For staff, managers and business owners required to fulfil the Personnel role with no formal training, and for newly appointed personnel officers.

Employment Law Workshop – 1 day *ML2*

Course Content

- Contracts of Employment – different types of contracts, making changes, written statement of terms and conditions of employment.
- Discrimination Legislation – sex, race, harassment, dealing with asylum seekers, disability, sexual orientation and religious beliefs.
- Individual Rights During Employment – maternity rights and pay, paternity, parental leave and flexible working, disciplinary procedures and unfair dismissal including new regulations.
- Termination of Employment – types of dismissal, summary, wrongful, redundancy, fair/unfair dismissal.

Who will benefit

Managers business owner managers, supervisors, team leaders, HR and Non HR Practitioners

Disciplinary and Grievance Procedures/Unfair Dismissal – 1/2 day *ML3*

Course Content

- Types of dismissal: wrongful, unfair and constructive
- Reasons for dismissal: Capability, conduct, redundancy, breach of contract and other substantial requirement
- Ensuring discipline is used early and positively

Who will benefit

Managers business owner managers, supervisors, team leaders, HR and Non HR Practitioners

Managing Disciplinary Hearings – 1/2 day *ML4*

Course Content

- Preparation for the hearing
- Gathering and managing evidence
- Rights of the employee
- Deciding a fair outcome

Who will benefit

Managers business owner managers, supervisors, team leaders, HR and Non HR Practitioners

Managing Redundancy – 1 day *ML5*

Course Content

- Redundancy and the law
- Setting up workforce committees
- Consultation
- Motivating staff
- Criteria for selection
- Legal documentation and Rights of employees
- Notice periods
- Dismissal Notices

Who will benefit

Managers business owner managers, supervisors, team leaders, HR and Non HR Practitioners

TRC Ltd is a partner of the South East Training Partnership

NVQ Assessment Centre
NVQs 2 & 3 Care of the Elderly
NVQs 2 & 3 Customer Services
NVQs 4 Management and Leadership

Course Brochures

Short Courses for Business Leaders and Managers
Professionals Who Work With Children
Professionals Who Work in Health and Social Care
Professionals Who Work on Projects

How to contact us

TRC Ltd Training and Personnel Development
Endswell House
Church Lane
Sturry
Canterbury
Kent
CT2 0BB

If you wish to book a course, please contact

Tel: 01227 711118
Fax: 01227 711110
Email: trc-ltd@btconnect.com

TRC Course Booking Form

Prices

£195 + VAT per one day course, £ 375.00 per two day course, £110.00 per half day course

All bookings must be paid for in advance of attendance at the event.

Book and pay for your course 28 days prior to the event you are eligible for a 10% discount.
10% reductions if 2 or more from the same company are booked onto the same course.

Please let us know if you have any special requirements:

Accessibility Induction loop system Dietary needs Other

You will be provided with the course joining instructions one week before the course. Please contact us if they are not received.

Booking is flexible

- Either return the booking form to **TRC Ltd, Endswell House, Church Lane, Sturry, Canterbury, Kent CT2 0BB**
- Fax it on: **01227 711110**
- Or e-mail: **trc-ltd@btconnect.com**
- Or visit: **www.trcdevelopment.co.uk**

Date of Course	Title of Course & Code number (eg ML1)	First Name	Surname	Position
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Name _____ Position _____

Company _____

Tel No _____ Fax No _____

Address _____

No of employees _____ Main business activity _____

Website _____ E-mail _____

I have read and agree to comply with the terms and conditions below. _____

Signatures _____

Terms and Conditions

All bookings must be paid for in advance of attendance at the course. Cancellations or alterations to bookings can only be accepted if made not less than 14 days prior to the date of the course. Any cancellations or alterations less than 14 days before the course will not entitle you to a refund of any description. If payment is not received with booking, a proforma invoice will be issued which must be [paid in advance of attendance of the course.



Business Improvement Programme 2008

Title	Venue	Dates
Assertiveness at Work	Canterbury Hastings Medway	Friday 29 February Tuesday 22 April Tuesday 5 June
Essential Management Skills (2 day course)	Canterbury Hastings Medway Canterbury	Thursday 20 March & Thursday 24 April Friday 9 May & Monday 9 June Friday 13 June & Friday 13 July Thursday 9 October & Thursday 6 November
Building a Successful Team in Your Business	Canterbury Hastings Medway	Thursday 3 April Thursday 12 June Tuesday 9 September
Women into Management (2 day course)	Hastings Medway	Tuesday 17 June & Thursday 17 July Monday 29 September & Monday 27 October
Challenging Communications	Medway Hastings Canterbury	Tuesday 15 April Monday 30 June Wednesday 17 September
Motivation & Leadership	Medway Hastings Canterbury	Tuesday 13 May Wednesday 2 July Thursday 4 September
Managing Stress & Performance	Canterbury Hastings Chatham	Tuesday 20 May Friday 18 July Tuesday 7 October
The Leadership Programme (2 day course)	Canterbury Chatham Hastings	Friday 28 March & Friday 25 April Tuesday 29 July & Tuesday 2 September Monday 15 September & Wednesday 15 October
Delegating & Time Management	Canterbury Hastings Chatham	Tuesday 24 June Monday 22 September Thursday 4 December

Business Coaching & Mentoring (2 day course)	Medway Hastings	Wednesday 6 August & Wednesday 3 September Tuesday 14 October & Friday 14 November
Introduction to Project Management	Canterbury Medway Hastings	Thursday 8 May Friday 1 August Tuesday 28 October
Public Speaking & Presentations	Canterbury Hastings	Thursday 15 May Monday 24 November
Negotiating & Influencing Skills	Canterbury Hastings	Thursday 24 July Wednesday 3 December
Process & Operations Management (2 day course)	Medway Medway	Wednesday 31 March & Monday 12 May Thursday 7 August & Thursday 11 September
How to Manage Performance and Appraisals	Canterbury Chatham Canterbury Hastings	Thursday 6 March Thursday 29 May Tuesday 21 October Tuesday 9 December

Venues:

Canterbury – University of Kent

Medway – The University of Greenwich, Chatham Maritime

Hastings - The Innovation Centre, Churchfields, St. Leonards-on-Sea.

Bookings: To book a place on any of these courses please contact Will Matthewman on 01227 711118, or fax on 01227 711110, or e-mail trc-ltd@btconnect.com

Prices: £195 + VAT per one day course, £375 + VAT per two day course

Course Times: All courses will run from 9.30am to 4.30pm.

In-House option – if you have five or more employees with similar training and development needs we can provide a cost-effective in-house course, which is tailored to the needs of your team. Please contact us for more details.



TRC Course Booking Form

Date of course	Title of Course	First Name	Surname	Position
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Name _____ Position _____

Company _____

Tel No _____ Fax No _____

Address _____

No of employees _____ Main business activity _____

Website _____ E-mail _____

Terms and Conditions

All bookings must be paid for in advance of the course. Cancellations or alterations to bookings can only be accepted if made not less than 14 days prior to the date of the course. Any cancellations or alterations less than 14 days before the course will not entitle you to a refund of any description. If payment is not received with booking, a Profoma invoice will be issued which must be paid in advance of attendance of the course.

I have read and agree to abide by the terms and conditions above.

Signatures _____



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