SHORT SKILLS PROGRAMMES – FOCUSSED ON LEARNERS NEEDS

TARGET AUDIENCE: This programme is intended for all interested in entering the "world of retailing"

Bridging between academic to workplace

Retail Readiness

NQF 3 – Skills 27/SP- 13409

258155 – Explain the factors that impact on the bottom line of a W&R unit – 10 credits

258156 – Build Customer Relations in a W&R unit - 10 credits

243806 - Deal with Customers in a retail business – 8 credits

Approved by W&RSETA

SHORT SKILLS PROGRAMMES – FOCUSSED ON LEARNERS NEEDS – NON-CREDIT BEARING

TARGET AUDIENCE: These short courses are developed for all learners interested in entering the "WORLD OF WORK"

WRITING A BUSINESS PLAN

This two-day course is designed for business owners and entrepreneurs who are ready to create a business plan. All the essential steps are covered, including drafting the original document; identifying the audience; gathering information; researching; describing product plans; and marketing, sales, and accounting terms. Students will come away from the course energized and prepared to write their business plan.

- **What Will Students Learn?**
- Research and analyze the individual components needed for a business plan
- Apply skills to create a business plan for different audiences, including investors, banks, and other stakeholders
- Explain the purpose and future of your business in easy to understand terms
- Use accounting terms to describe the future for their business
- Describe their marketing, sales, and planning strategies

- **What Topics are Covered?**
- What is a business plan for?
- A general business plan framework
- Identifying your audience
- Gathering and analysing information
- Defining your company
- Getting to work
- Creating a marketing strategy
- Creating the sales plan
- Developing financial projections
- Putting it all together

TIME MANAGEMENT:

Time is money, the saying goes, and lots of it gets lost in disorganization and disruption. We also deal with a constant barrage of technology, people, and tasks that can contribute to that disorganization. Many people find that they flit from one task to another, trying to get everything done. In this one-day workshop, you will learn how to make the most of your time by getting a grip on your workflow and office space, using your planner effectively, and delegating some of your work to other people.

What Will Students Learn?
- Better organize yourself and your workspace for peak efficiency.
- Understand the importance of, and the most useful techniques for, setting and achieving goals.
- Identify the right things to be doing and develop plans for doing them.
- Learn what to delegate and how to delegate well.
- Take control of things that can derail your workplace productivity.

What Topics are Covered?
- The Power of a Change
- Changing Our Perspective
- Setting Goals
- Planning Tips and Tricks
- Setting a Routine
- Doing it Right
- Putting an End to Procrastination
- Getting Organized
- Organizing Your Files
- Managing Your Workload

MASTERING THE INTERVIEW

The interview is one of the key elements of the job search process. As with any skill, we can get better at it with preparation and practice. In this workshop, participants will explore how to prepare for an interview and become familiar with the types of questions to expect, as well as the questions they should think about asking. They will learn how to prepare for second interviews, testing, and shadowing, as well as how to follow up on their interview sessions.

What Will Students Learn?

- Understand the different types of interview questions and how to prepare to answer them.
- Apply the most effective ways to prepare for an interview, including how to present yourself professionally.
- Express yourself effectively.
- Know how to ask for feedback following an interview.

What Topics are Covered?

- Understanding the interview
- Types of questions
- Getting ready
- Unwinding for the interview
- Common problems and solutions
- Phase two
- Sealing the deal
- Getting what you're worth
- Plenty of mock interview practice

PERSONAL BRAND

This course is a two-day exploration about the type of impact we want to have in life and work. Participants will consider and define the influence that they can have on their life and work. They will also learn skills for success and how to create those circumstances.

What Will Students Learn?

- Speak in terms of the impact and influence that you want to have in life and work
- Understand your personal style in terms of your personal brand
- Develop skill in areas like focus, concentration, and communication to support your brand
- Build credibility and trust by living your brand
- Take ownership of your image, both online and in person

What Topics are Covered?

- Importance of a personal brand
- Your brand approach to others
- Looking at the outside and the inside
- Setting goals
- Networking for success
- Communication strategies
- Building your credibility
- Brand You
- Living your brand
- Managing your social media presence
- Having influence
- Dealing with challenging people
- Presentations and meetings

ENTREPRENEURSHIP 101

Wouldn't it be nice to be your own boss, work on your own schedule, and make money doing something that you're passionate about? Millions of people around the world are living that dream and running their own business. This three-day course will teach you the basics of entrepreneurship. You'll consider if entrepreneurship is right for you and learn the basic steps of creating your own business. At the end of the course, you'll have a solid foundation to start your entrepreneurial journey.

What Will Students Learn?

- Assess your own entrepreneurial capabilities
- Outline and evaluate a business and product idea
- Identify your target market and customers
- Develop your value proposition
- Understand different types of business ownership and structures
- Evaluate franchising and business purchasing opportunities
- Create key business planning documents
- Create financial projections for your business and gather funding
- Create a product development plan, marketing plan, & sales strategy
- Identify ways to protect your intellectual property
- Describe effective ways to brand your product
- Launch and grow your business

What Topics are Covered?

What it takes to make it
Resources to consider
Laying the groundwork
Building on your business idea
Business ownership options
Key documents to prepare
Gathering funding and developing your product
Creating a sales and marketing strategy
Branding 101
Setting up your office
Launching the business
Keeping the business moving
Being an entrepreneurial leader
Bringing it all together

- Demonstrate the behaviours of an entrepreneurial leader
- Find appropriate resources to help you on your journey

COMMUNICATIONS FOR SMALL BUSINESS OWNERS

Communication between individuals is a two-way street, but communication between a small business and its customers is a multi-lane highway. Navigate this highway successfully and you increase customer numbers and profits. Set out on this highway unaware, ill-prepared, or unconvinced of its importance, and you will lose ground to your competitors. This is a two-day course to introduce and reinforce the essential components of written communication that will connect you with existing and potential customers. If you are new to the communications highway, this course will provide the foundation for future development. If your company has some communications expertise, this course will help you strengthen and polish your essential components.

What Will Students Learn?

- Define the essential pieces of communication
- Customize these essential pieces for their company
- Identify the processes and plans needed for clear communications
- Develop, maintain, and evolve effective content for their communications

What Topics are Covered?

- Key communication components
- Your communications plan
- The five C's of a successful message
- Communication strategies
- Sharing information through media releases
- Communicating online
- Using stories to communicate
- Polishers and time savers
- Enhancing your results
- Maintaining your message in crisis

BODY LANGUAGE: READING BODY LANGUAGE AS A SALES TOOL

Body language can make or break our efforts to establish long, trusting relationships. Our body language can help to reinforce and add credibility to what we say, or it can contradict our words. Understanding what signals you are sending, as well as being able to read the signals that your clients send, is an essential skill in sales and throughout our lives. What is your body language saying about you? Find out in this one day workshop!

What Will Students Learn?

- Apply your knowledge of body language to improve communication
- Understand the impact of space in a conversation
- Understand the nuances of body language from a range of areas including your face, hands, arms, legs, and posture
- Use mirroring and matching techniques to build rapport
- Shake hands with confidence
- Dress for success

What Topics are Covered?

- Body language
- Give me some space!
- What's your face saying?
- What's your body saying?
- Mirroring and leading
- Monitoring your posture
- Dressing up
- Shaking hands
- Role plays and interactive activities

SAFETY IN THE WORKPLACE

Workplace accidents and injuries cost corporations millions of dollars and thousands of hours lost every year. They also have a profound, often lifelong impact on workers. Introducing a safety culture into your organization, where safety is valued as an integral part of the business's operation, not only saves the business time and money, it also builds a committed, loyal, healthy workforce. This one-day workshop will give you the foundation to start building your safety culture.

What Will Students Learn?

- Understand the difference between a safety program and a safety culture
- Use resources to help you understand the regulations in your area
- Launch a safety committee
- Identify hazards and reduce them
- Apply hiring measures that can improve safety
- Explain what a safety training program will involve
- Identify groups particularly at risk for injury and know how to protect them
- Help your organization write, implement, and review a safety plan
- Respond to incidents and near misses
- Understand the basics of accident investigation and documentation

What Topics are Covered?

- Defining a safety culture
- Governing bodies and resources
- Getting started
- Identifying hazards
- Resolving hazards
- Taking proactive measures
- Identifying groups at risk
- Writing a safety plan
- Implementing the plan
- Incident management
- Reviewing the program

BUSINESS ETIQUETTE: GAINING THAT EXTRA EDGE

If you've ever had an awkward moment where:

- You aren't sure which fork to use,
- You don't know which side plate is yours,
- You've ever had to make small talk with a Very Important Person and been lost for words…

Then you know just how agonizing such moments can be. Even worse (and what can be even more damaging to your career) are the social gaffes you aren't even aware you make. This one-day workshop will help you handle most of those socially difficult moments.

What Will Students Learn?

- Effective networking, including making introductions, shaking hands, and using business cards appropriately
- How to dress appropriately for every business occasion
- How to feel comfortable when dining in business and formal situations
- How to feel more confident of your business communication in every situation
- That extra edge that establishes trust and credibility

What Topics are Covered?

- Business etiquette basics
- The handshake
- Business card etiquette
- The skill of making small talk
- Do you remember names?
- Making that great first impression
- Dress for success
- Business dining
- E-mail and telephone etiquette

CREATING A DYNAMITE JOB PORTFOLIO

The job market continues to change, as does the way we look for work. This course examines the value of presenting yourself as a complete package by using a resume as an introduction to an employer and backing it up with a portfolio presented at the interview.

In order to make the most of this course, participants need to have recently completed the Getting Your Job Search Started workshop or identified target positions and completed a full skills assessment and goal setting exercise.

What Will Students Learn?

- Speak about yourself using descriptive language.
- Apply the essential elements of cover letters and resumes.
- Understand the need for pre-employment testing and what to expect in your target market.
- Design a personalized portfolio.
- Develop a plan that moves you to a new job within 60 days.

What Topics are Covered?

- Who are you?
- Writing the resume
- Creating a noticeable package
- Cover letters
- The portfolio
- Dealing with awkward points
- Getting to a new job in 60 days
- Giving references
- Thank-you notes

BUILDING RELATIONSHIPS FOR SUCCESS IN SALES

No one questions that making friends is a good thing. In this one-day workshop, you are going to discover that the business of business is making friends, and the business of all sales professionals is making friends and building relationships. Strategic friendships will make or break any business, no matter how big and no matter what kind of market.

What Will Students Learn?

- Discover the benefits of developing a support network of connections.
- Understand how building relationships can help you develop your business base.
- Learn how to apply communication techniques to build your network.
- The key elements in strong working relationships, and how to put more of these elements in working relationships.
- Recognize key interpersonal skills and practice using them.

What Topics are Covered?

- Focusing on your customer
- What influences people in forming relationships?
- Disclosure
- How to win friends and influence people
- Communication skills for relationship selling
- Non-verbal messages
- Managing the mingling
- The handshake
- Small talk and networking

DYNAMITE SALES PRESENTATIONS

A great sales presentation does not demand that you have all the bells and whistles to impress the client with your technical skills. Rather, try impressing your clients with your knowledge of the products and services you sell and your understanding of their problems and the solutions they need. This one-day workshop will show you how to create a winning proposal and how to turn it into a dynamite sales presentation.

What Will Students Learn?

- Identify the key elements of a quality proposal
- Perfect your first impression, including your dress and your handshake
- Feel more comfortable and professional in face-to-face presentations
- Write a winning proposal
- Feel more comfortable and professional in face-to-face presentations

What Topics are Covered?

- Getting down to business
- Writing your proposal
- Getting thoughts on paper
- Proposal formats
- Expert editing tips
- The handshake
- Getting ready for your presentation
- Elements of a successful presentation
- Dressing appropriately
- Presentations

OVERCOMING OBJECTIONS TO NAIL THE SALE

If you are like most sales professionals, you are always looking for ways to overcome customer objections and close the sale. This one-day course will help you to work through objectives effectively. We will help you plan and prepare for objections so that you can address customer concerns, reduce the number of objections you encounter, and improve your averages at closing sales.

What Will Students Learn?

- Steps that they can take to build credibility.
- How to identify the objections that they encounter most frequently.
- How to develop appropriate responses when prospective buyers throw a curveball.
- Ways to disarm objections with proven rebuttals that get the sale back on track.
- How to recognize when a prospect is ready to buy.
- How working with their sales team can help them succeed.

What Topics are Covered?

- Building credibility
- Your competition
- Critical communication and observation skills
- Handling customer complaints
- Overcoming and handling objections
- Pricing issues
- How can teamwork help me?
- Buying signals
- Closing the sale

NEGOTIATING FOR RESULTS

Negotiating is about resolving differences. People who can master the process of negotiation find they can save time and money, develop a higher degree of satisfaction with outcomes at home and at work, and earn greater respect in their communities when they understand how to negotiate well.

Negotiating is a fundamental fact of life. Whether you are working on a project or fulfilling support duties, this workshop will provide you with a basic comfort level to negotiate in any situation. This interactive workshop includes techniques to promote effective communication and gives you techniques for turning face-to-face confrontation into side-by-side problem solving.

What Will Students Learn?

- Understand how often we all negotiate and the benefits of good negotiation skills.
- Recognize the importance of preparing for the negotiation process, regardless of the circumstances.
- Identify the various negotiation styles and their advantages and disadvantages.
- Develop strategies for dealing with tough or unfair tactics.
- Gain skill in developing alternatives and recognizing options.
- Understand basic negotiation principles, including BATNA, WATNA, WAP, and the ZOPA.

What Topics are Covered?

- What is negotiation?
- The successful negotiator
- Preparing for negotiation
- Making the right impression
- Getting off to a good start
- Exchanging information
- The bargaining stage
- Reaching mutual gain and moving beyond "no"
- Dealing with negative emotions
- Moving from bargaining to closing
- Solution types

SELLING SMARTER

It's no secret that the sales industry continues to change and evolve rapidly. This is an exciting and dynamic profession, although it is often underrated and misunderstood. The back-slapping, high pressure, joke-telling sales person has disappeared. In his place is a new generation of sales professionals: highly trained and well groomed, with the characteristics of honesty, trustworthiness, and competence. This one-day workshop will help you learn how to be one of those smart sales professionals!

What Will Students Learn?

- How to explain and apply concepts of customer focused selling
- How to use goal-setting techniques as a way to focus on what they want to accomplish and develop strategies for getting there
- How to apply success techniques to get the most out of work
- Productivity techniques to maximize their use of time.
- Ways to find new clients and network effectively

What Topics are Covered?

- Selling skills
- The sales cycle
- Framing success
- Setting goals with SPIRIT
- The path to efficiency
- Customer service
- Selling more
- Ten major mistakes
- Finding new clients
- Selling price

NETWORKING FOR SUCCESS

Business networking is an effective and efficient way for business people to connect, develop meaningful relationships, and grow their businesses. These achievements don't come through a direct sales approach, however. They come from being interested in helping others, in listening, and in purposefully meeting and introducing people to one another. In this two-day course, you'll learn the essential ingredients for business networking, including in-person, people-centred connections and online spaces such as LinkedIn.

What Will Students Learn?

- Introduce yourself in a meaningful, memorable way, even if you've never worked on an elevator pitch before
- Be goal focused about networking so that you make the most of events you attend
- Apply the concept of give first and be helpful as part of a system of reciprocity
- Use strategy and systems in order to network effectively
- Leverage the availability and usefulness of the Internet, including LinkedIn and Twitter

What Topics are Covered?

- Assessing your networking skills
- Identifying opportunities and customizing your approach
- Creating a positive first impression
- Your memorable intro
- Starting the conversation
- The handshake
- Business cards
- Handling tough situations
- Following up
- Organizing your network
- Leveraging the internet

PUBLIC SPEAKING: PRESENTATION SURVIVAL SCHOOL

A great presenter has two notable qualities: appropriate skills and personal confidence. Confidence comes from knowing what you want to say and being comfortable with your communication skills. In this two-day workshop, you will master the skills that will make you a better speaker and presenter.

What Will Students Learn?

- Establish rapport with your audience
- Learn techniques to reduce nervousness and fear
- Understand your strengths as a presenter and how to appeal to different types of people
- Recognize how visual aids can create impact and attention
- Develop techniques to create a professional presence
- Learn some different ways to prepare and organize information
- Prepare, practice, and deliver a short presentation

What Topics are Covered?

- Communication skills
- Personality types
- Positive self-talk, rapport, and body language
- Maximizing meetings
- Managing sticky situations
- Overcoming nervousness
- The five S's
- Writing and planning a presentation
- Audience profile
- Your speaking voice
- Add punch to your presentation

WRITING REPORTS AND PROPOSALS

It is essential to understand how to write reports and proposals that get read. We write reports in a range of formats and a variety of purposes. Whether you need to report on a product analysis, inventory, feasibility studies, or something else, report writing is a skill you will use again and again. Having a method to prepare these documents will help you be as efficient as possible with the task. This course will build on a solid base of writing skills to present information in formal, informal, and proposal styles.

What Will Students Learn?

- Prepare reports and proposals that inform, persuade, and provide information.
- Review your work so that it is clear, concise, complete, and correct.
- Apply these skills in real work applications.

What Topics are Covered?

- The stages of report writing (investigating, planning, writing, and revising)
- Using headings, charts, and graphs
- The parts of a proposal
- Persuasion, designing a message, and tough questions
- Giving credit

ACTIVE LISTENING

Communication skills are at the heart of everything we do each day, whether at home, at work, or at play. Active listening encompasses the best of communication, including listening to what others are saying, processing the information, and responding to it in order to clarify and elicit more information. This one-day workshop will help participants develop and practice their active listening skills.

What Will Students Learn?

- Define active listening and its key components
- Identify ways to become a better listener
- Use body language to reflect a positive listening attitude
- Understand the difference between sympathy and empathy, and when each is appropriate
- Create a listening mindset using framing, positive intent, and focus
- Be genuine in your communications
- Understand the communication process
- Ask questions, probe for information, and use paraphrasing techniques
- Build relationships to create an authentic communication experience
- Identify common listening problems and solutions

What Topics are Covered?

- Defining active listening
- Body language basics
- Attitude is everything!
- Encouraging conversation
- Building relationships
- Getting over listening roadblocks

GETTING STUFF DONE

Why are there so many different organizational systems and time management methods out there? The answer is simple: it's like any other personal challenge, like weight loss or money management. There is no simple, one size fits all answer. You must build a solution that works for you. Over the course of this two-day workshop, we will explore various time management and organizational tools and techniques so that you can build a customized productivity plan for your personal and professional lives. At the end of the course, you will emerge with a plan that works for you, so that you can start regaining control of your life!

What Will Students Learn?

- Identify what personal efficiency is, what skill sets can improve personal productivity, and what attitudes we should cultivate
- Explain why multi-tasking is a myth
- Describe what role long-term goals play in short-term efficiency
- Share a personal vision and develop dreams and goals from it
- Apply the 80/20 rule and learn how it should affect planning
- Identify the characteristics of a good organizational system
- Develop a plan for an efficient workspace, including a customized information center and a filing system
- Apply a system that will allow them to process any type of information that crosses their desk
- Use the Eisenhower principle to prioritize work and routines to simplify lives
- Understand why they procrastinate and develop methods for tackling tasks
- Apply tools to make their households more productive and efficient

What Topics are Covered?

- Understanding personal efficiency
- Developing the right attitude
- Laying the foundation
- Building blocks of an organizational system
- Creating the right environment
- Setting up your virtual environment and information management center
- Managing information in six easy steps
- Prioritizing your tasks
- Saying no
- Creating routines
- Stopping procrastination now (not later!)
- Applying our lessons at home

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For Training team

TRAINING WITH VISUAL STORYTELLING

Training is constantly evolving, just as the needs and desires of learners are constantly changing. This one-day course is for trainers who are ready to make their training stronger, more memorable, and more engaging for learners by using visual storytelling and graphical techniques to create better learning experiences that lead to better retention.

What Will Students Learn?

- Describe how storyboarding leads to better training results
- Apply storyboarding techniques to create a strong foundation for training
- Design training that uses storytelling to make it memorable, compelling, and relevant to the audience
- Evaluate technology tools to determine what will create the best learning experiences needed for adequate training

What Topics are Covered?

- How Storytelling Can Boost Your Training Power
- The Elements of a Powerful Story
- Storyboarding Techniques
- Bringing the Story to Life
- Tools and Technology

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DEVELOPING A TRAINING NEEDS ANALYSIS

The right training at the right time can make a huge difference in the productivity and profitability of your organization. Whether you are scanning your workplace for opportunities to make things better and training is the answer, or a client asks you to come into their organization and do an assessment, your answer is best framed in the form of a training needs analysis. Your ability to create an analysis that is comprehensive yet simply prepared is critical for it to be understood and acted upon. This one-day workshop will help you to gather the information, assess the data, and present your suggestions for training or non-training solutions.

What Will Students Learn?

- Understand the value of creating a training needs analysis
- Apply the ICE method to assess the situation and build a training needs analysis
- Create a simple yet thorough training needs analysis for their organization or client

What Topics are Covered?

- A Closer Look at the Training Needs Analysis
- Collecting Data
- Diving Deeper Into the Data
- Creating the Report
- Taking Action

MAKING TRAINING STICK

We have all participated in training courses or workshops. Some of these have been helpful and useful in our everyday lives and others have seemed redundant and a waste of time. How often have we cheered or grumbled at being asked to participate in a training day?

The good news is that all training can be useful and applicable if the trainer keeps some simple tips in mind when developing and applying training. We all learn differently, but there are some truths about learning that can be applicable to most groups and can be tweaked to fit any training session.

What Will Students Learn?

- What are some ways to help learners make connections?
- How and why to write learning objectives
- Ways that adults learn and retain information
- Tips for following up after training
- Training tips
- Ways to take training further

What Topics are Covered?

- Strategies for stickiness
- Designing a program that will stick
- Teaching tips and tricks
- What method is stickiest?
- Following up
- Taking training further

ADVANCED SKILLS FOR THE PRACTICAL TRAINER

Behind every spectacular training session is a lot of preparation and meticulous attention to detail. The truly skilled trainer can make a program exciting. The learners will have fun while they are learning if the facilitator is able to involve their emotions as well as their minds. You will see the involvement, and you will feel the energy. To reach this stage as an adult educator isn't always easy, but success isn't just for the naturally gifted. It is possible for all of us who put effort into our personal growth and development. We want the enormous satisfaction that comes from working with others to help them reach their potential as human beings. This three-day workshop will help you reach that goal.

NOTE: We strongly recommend completing *The Practical Trainer* workshop before taking this course.

What Will Students Learn?

- Demonstrate your understanding of learning styles and how to accommodate all four learning styles in the classroom
- Apply the key principles of effective communication in a workshop setting
- Use a variety of training techniques to stimulate participation
- Develop a plan and prepare for an effective training session
- Explain the different levels of evaluation and when to use each
- Identify advanced interventions for difficult situations
- Put your skills to work for a team presentation

What Topics are Covered?

- Preparing to learn and understanding learning
- Competencies for adult educators
- Accommodating learning preferences
- Increasing your expertise and using existing materials
- Planning a workshop, including preparing visual aids
- Effective communication (incl. questioning)
- Kirkpatrick's levels of evaluation
- On-the-job support
- Managing stress and dealing with difficult situations
- Training in different forums (i.e. virtual learning)
- Mock training presentations

DEVELOPING YOUR TRAINING PROGRAM

Training is an essential element of development in any organization. Being knowledgeable and continuing to learn throughout your career can make you a very valuable asset. We also know that training and orientation (or 'onboarding') for newly hired employees is a key factor in retention. This two-day workshop is designed for a trainer who wants to develop training programs that are meaningful, practical, and will benefit both trainees and the organizations they work for.

What Will Students Learn?

- Describe the essential elements of a training program
- Apply different methodologies to program design
- Demonstrate skills in preparation, research, and delivery of strong content
- Explain an instructional model
- Be prepared to create a training program proposal

What Topics are Covered?

- Program design
- Identifying needs
- Training and instructional systems design models
- The program's basic outline
- Evaluation strategies
- Researching and developing content
- Pre-assignments in training
- Choosing openings and energizers
- Training instruments, assessments, and tools
- Creating supporting materials
- Testing the program
- Creating proposals
- Building rapport

FACILITATION SKILLS

How can you facilitate, rather than control, group decision-making and team interaction? With no formal training, people may find it difficult to make the transition from instructors or managers to facilitators. This two-day workshop has been created to make core facilitation skills better understood and readily available for your organization. It represents materials and ideas that have been tested and refined over twenty years of active facilitation in all types of settings.

What Will Students Learn?

✓ How to distinguish facilitation from instruction and training
✓ How to identify the competencies linked to effective small group facilitation
✓ The difference between content and process
✓ The stages of team development and ways to help teams through each stage
✓ Common process tools to make meetings easier and more productive

What Topics are Covered?

✓ Defining your role and how facilitators work
✓ Establishing ground rules
✓ Content and process
✓ Types of thinking
✓ Dealing with controversial issues and divergent perspectives
✓ Communication skills
✓ Listening for common ground
✓ Common facilitation techniques
✓ Giving effective feedback
✓ The language of facilitation
✓ Dealing with difficult dynamics
✓ Building sustainable agreements
✓ Stages of team development
✓ Analysis tools

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THE PRACTICAL TRAINER

People who work as trainers are often put into difficult situations without much understanding of what training is or how to do it well. We know that being a good trainer is the result of developing skills to bring information to an audience. This information will then engage, empower, and encourage continued learning and development. This three-day course will give you the skills that you need so that your students not only learn, but also enjoy the process, retain information shared, and use their new skills back in the workplace.

What Will Students Learn?

✓ Recognize the importance of considering the participants and their training needs, including the different learning styles and adult learning principles.
✓ Know how to write objectives and evaluate whether these objectives have been met at the end of a training session.
✓ Develop an effective training style, using appropriate training aids and techniques.
✓ Conduct a short group training session that incorporates these training concepts.

What Topics are Covered?

✓ Defining a successful training program/trainer
✓ Adult learning and the learning process
✓ Principles of adult learning
✓ Style assessment, including introvert/extrovert analysis
✓ Applying the learning cycle
✓ The training process (planning training, choosing methods, designing learning sequences)
✓ Adding games
✓ Setting the climate
✓ Presentation skills
✓ Dealing with difficult trainees
✓ On-the-job training
✓ Evaluation techniques
✓ Mock training presentations for peer review

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USING ACTIVITIES TO MAKE TRAINING FUN

Most people have been at a party or some other social occasion where someone has told an inappropriate joke and ruined the mood (at least temporarily). Likewise, we've all been somewhere where the class clown is able to lighten the mood and help people have fun.

The good news is that humour can help you make your training sessions just as engaging as those fun social occasions. Even better, you don't need to be the class clown or an award-winning comedian to do it. This one-day workshop will help you identify what kind of humour you can bring to the classroom, and how games can help you engage your participants.

What Will Students Learn?

- How training can include the use of humour and games
- Different types of games
- Methods to elicit participant buy-in
- How to apply huour principles in adult learning
- How to troubleshoot when games go badly
- How to develop their own games

What Topics are Covered?

- Let's have some fun!
- Getting everyone on board
- Choosing the right game
- When games go badly
- Using humour in training
- Wavy lines
- Quick and easy games
- Creating a game

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SURVIVAL SKILLS FOR THE NEW TRAINER

If you are thinking about becoming a trainer or have started doing some training already and want to know more about what will help you to become an excellent trainer, this workshop will help. This one-day workshop is designed as an exploration of the essential skills that trainers need to develop, and to get you started in the learning process in an interactive and fun environment.

What Will Students Learn?

- Understand the essential background for trainers to have
- Explore how being genuine enhances training
- Identify the elements of good questions
- Understand how to apply listening skills
- Develop rapport building strategies
- Recognize key skills in a trainer's toolbox and identify skill areas for development

What Topics are Covered?

- What makes a good trainer?
- Personal best, professional best
- Being genuine
- Assertiveness skills
- Asking the right questions
- Listening skills
- Connecting with people
- Defusing difficult participants
- Essentials for success
- Do's and don'ts for new trainers

HR PREPARED

HUMAN RESOURCES TRAINING: HR FOR THE NON-HR MANAGER

In today's fast-moving world, many managers and supervisors are expected to deal with some human resource issues. They may be asked to take part in developing job descriptions, take part in interviews, or take responsibility for discipline. This three-day workshop will introduce those managers to human resource concepts. We will walk you through the hiring process, from performing a skills inventory to conducting the interview; discuss orientation; and cover some issues that arise after the hiring (such as diversity issues, compensation, and discipline).

What Will Students Learn?

- Discuss current issues in the human resource field and the changing role of supervisors and managers in terms of HR functions.
- Write job specifications and identify core competencies.
- Apply methods of finding, selecting, and keeping the best people using behavioral description interviewing techniques.
- Get new employees off to a good start.
- Understand compensation and benefits.
- Maintain healthy employee relations.
- Make performance appraisals a cooperative process.

What Topics are Covered?

- Defining human resources
- Skills inventory and job analysis
- Position profiles and job descriptions
- Finding candidates and advertising guidelines
- Preparing for and conducting the interview
- Employee orientation and onboarding
- Planning training and external providers
- Performance reviews
- Attendance management and diversity
- Privacy issues and compensation and benefits
- Managing disciplinary issues and termination
- Exit interviews

ONBOARDING: THE ESSENTIAL RULES FOR A SUCCESSFUL ONBOARDING PROGRAM

Did you know that most employees decide to leave a job within their first 18 months with an organization? When an employee does leave, it usually costs about three times their salary to replace them. You can greatly increase the likelihood that a new employee will stay with you by implementing a well-designed onboarding program that will guide the employee through their first months with the company. This two-day workshop will explore the benefits of onboarding, show you how to design an onboarding framework, give you ways to customize the program for different audiences (including managers and executives), and demonstrate how to measure results from the program. *(Statistics from a 2007 study by the Wynhurst Group)*

What Will Students Learn?

✓ Define onboarding and describe how it is different from orientation
✓ Identify the business benefits of onboarding
✓ List the factors that contribute to a successful onboarding program
✓ Build a team to create an onboarding program
✓ Prepare a vision statement and goals for an onboarding program
✓ Design a framework for an onboarding program that includes program setup, various types of training, games, progress tracking, follow-up
✓ Customize your onboarding framework
✓ Identify which metrics you should track to evaluate program results
✓ Create a branded, unique program

What Topics are Covered?

✓ Defining Onboarding
✓ Creating the Onboarding Steering Team
✓ Gathering Supporting Information
✓ Setting Goals
✓ Developing the Program
✓ A Personal Onboarding Plan
✓ Customizing the Framework

✓ Measuring Results
✓ Branding the Program
✓ Onboarding Executives
✓ Understanding Employee Engagement
✓ Ten Ways to Make Your Program Unique
✓ Fun and Games
✓ Case Study Analysis

HIRING FOR SUCCESS

Interviewing sounds easy enough: you arrange for a conversation between you and potential candidates, and then select the best person for a particular position. But what if you could refine the process in such a way that you were confident that you are selecting the right person? How do you separate the good from the great, when they have similar work experience and strengths to offer? This two-day workshop will give you the skills and tools to hire successful candidates.

What Will Students Learn?

- How to recognize the costs incurred by an organization when a wrong hiring decision is made
- Ways to develop a fair and consistent interviewing process for selecting employees
- How to prepare better job advertisements and use a variety of markets
- How to develop a job analysis and position profile
- How to use traditional, behavioral, achievement oriented, holistic, and situational (critical incident) interview questions
- Communication skills that are essential for a skilled recruiter
- How to effectively interview difficult applicants
- Ways to check references more effectively
- Basic employment and human rights laws that can affect the hiring process

What Topics are Covered?

- History of the interviewing process
- The recruitment and selection process
- Cost analysis
- Job analysis and position profiles
- Finding candidates and advertising guidelines
- Screening resumes and performance assessments
- Problems recruiters face and interviewing barriers
- Non-verbal communication and types of questions
- Traditional vs. behavioural interviews
- The critical incident technique
- Difficult applicants
- Interview preparation and format
- Scoring responses and checking references
- Human rights

BUILDING BETTER TEAMS

Teams are an important building block of successful organizations. Whether the focus is on service, quality, cost, value, speed, efficiency, performance, or other similar goals, teams are the basic unit that supports most organizations.

With teams at the core of corporate strategy, your success as an organization can often depend on how well you and other team members operate together. How are your problem-solving skills? Is the team enthusiastic and motivated to do its best? Do you work well together? This one-day course can help you get there!

What Will Students Learn?

- The value of working as a team
- How to develop team norms, ground rules, and team contracts
- Their team player style and how it can be used effectively
- Ways to build team trust
- The stages of team development and how to help a team move through them
- The critical role communication skills will play in building and maintaining a team atmosphere
- Ways that team members can be involved and grow in a team setting

What Topics are Covered?

- Defining teams
- Establishing team norms
- Working as a team
- Your team player type
- Building team trust
- The stages of team development
- Team building with TORI
- Communication
- Becoming a good team player

ORIENTATION HANDBOOK

An effective human resource professional knows that managing employee performance is more than responding to problems, conducting performance reviews, or hiring staff. Performance management begins with an orientation to the organization and the job and continues on a daily basis as employees are trained and coached.

A thoughtful new employee orientation program, coupled with an employee handbook (or website) that communicates workplace policies, can reduce turnover and those reductions save your organization money. Whether your company has two employees or a thousand employees, don't leave employee retention to chance. Engage them from the moment they are hired; give them what they need to feel welcome and let them impress you with what they bring to your company. This two-day workshop is just the start that you need!

What Will Students Learn?

How important an orientation program is to an organization
The role of the human resource department in the orientation program
How the commitment curve affects both new employees and their managers
What companies can do to deliver their promise to new employees
The critical elements of effective employee training
The importance of having an employee handbook for new and long-term employees

What Topics are Covered?

Finding, hiring, and keeping good people
Building employee commitment and engagement
Fast-track orientation
Designing a successful orientation program
The commitment curve and obtaining buy-in
Employee training and adult learning
Working with external providers
Helping people make connections
Creating employee manuals

CONDUCTING EFFECTIVE PERFORMANCE REVIEWS

Performance reviews are an essential component of employee development. The performance review meeting is an important aspect of career planning, and the outcomes of the meeting should be known to the employee and supervisor before the meeting actually takes place. Remember what the German philosopher Goethe said: "Treat people as if they were what they ought to be and you help them become what they are capable of being." Setting goals and objectives to aim for will give both supervisors and employees a focus, and is one of the key aspects to meeting overall company objectives. Supervisors must also learn how to give feedback, both positive and negative, on a regular and timely basis so that employees can grow and develop. Performance appraisals involve all these activities.

What Will Students Learn?

The importance of having a performance review process for employees.
How to work with employees to set performance standards and goals.
Skills in observing, giving feedback, listening, and asking questions.
An effective interview process and have the opportunity to practice the process in a supportive atmosphere.
How to make the performance review legally defensible.

What Topics are Covered?

Common errors and solutions
Types of performance reviews
The performance management process
Setting standards and goals
Creating a performance development plan
Feedback and communication skills
Accepting criticism
Appraisal preparation
Planning and conducting the interview
Coaching and maintaining performance
Terminating an employee
Performance management checklists

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GENERATION GAP: CLOSING THE GENERATION GAP IN THE WORKPLACE

There are currently five generations in the workforce. Only a few short years ago employers who were expecting to be faced with mass retirements are now looking at accommodating workers who cannot afford to retire, or are simply healthy and happy enough they'd like to stay at work. However, the labour force continues to put in hard work and lots of strategy to find the right people to fill vacancies and to be able to serve their customers.

This course examines the history and reality of the generation gap, especially for recruiters and succession planning. In it, we will explore whether defining the actual limits of each generation is most important, or whether the merits of people within the context of employment is the bigger issue. After all, understanding others helps us to understand ourselves and to manage the people that we work with. We will also explore problems, solutions, and strategies to help overcome issues of the generation gap.

What Will Students Learn?

✓ Identify where the generation gap issue surfaces, and the impact it has on the modern workforce
✓ Describe and apply language that is specific to each generation currently in the workplace
✓ Explore organization strategies that overcome gap issues
✓ Evaluate the need and effectiveness of recruiting, retention, and succession plans in context of the generation gap

What Topics are Covered?

✓ History in Brief
✓ Finding Common Ground
✓ Silents, Boomers, X's, Y's, Millennials, and Gen Z
✓ Recruiting that Bridges the Gap
✓ Pre-Assignment Review
✓ Creative Solutions
✓ The Value of Planning
✓ Developing Targeted Retention Strategies
✓ What We Really Want