

# TOOJAYS

*"...enabling for tomorrow's achievements"*



**ilm**

Approved  
Centre

***Management & Supervisor Training***

***Book Online***



2018

# Tailored Training Solutions Relevant To Your Business

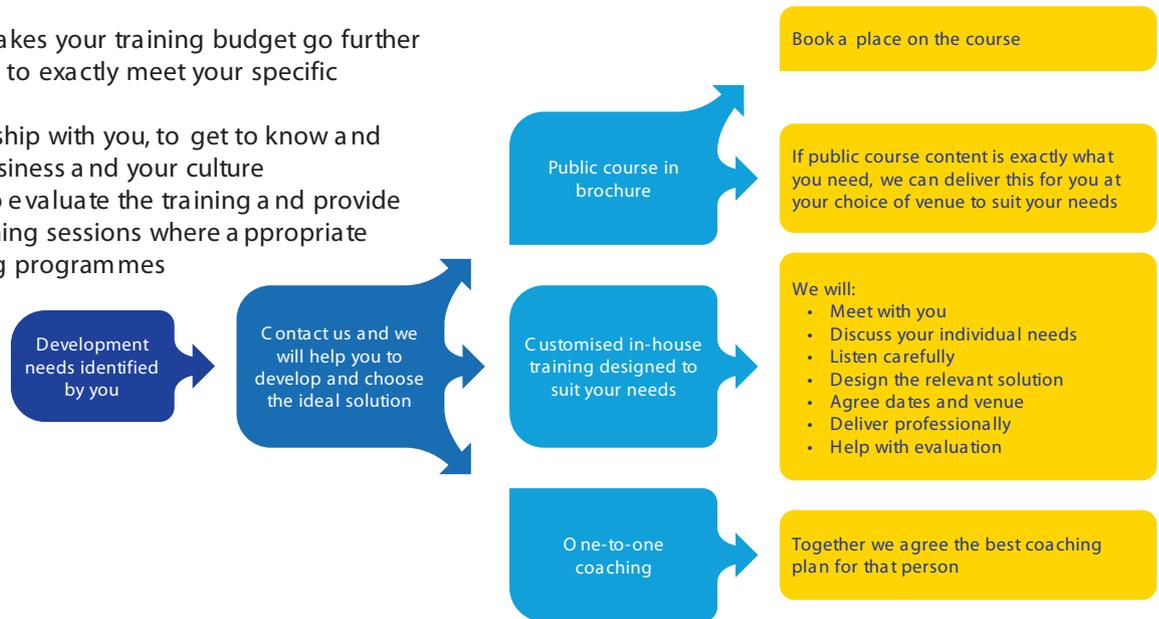
We have over 40 years' combined experience of providing training solutions to a wide range of businesses.

We relish the opportunity to work with organisations to improve workplace performance. It is very straightforward: you identify a need, we work with you and offer a choice of solutions using our team's management experience, together with excellent training and developmental expertise.

Our success has been built upon listening carefully to our clients and working with them to develop individuals and teams - and at the same time providing real ROI.

## Benefits

- In house training makes your training budget go further
- Training is designed to exactly meet your specific business needs
- We work in partnership with you, to get to know and understand your business and your culture
- We work with you to evaluate the training and provide refresher and coaching sessions where appropriate
- Many of our training programmes are accredited and endorsed by ILM (Institute of Leadership and Management)



## Additional Services

Among the services we are able to offer, Toojays are licensed practitioners of both SDI and MBTI behavioural analysis tools. These together with our Online 360 Degree profiling and Staff Surveys enable us to provide tailored Executive Coaching and Team Development services.

The tools can provide detailed behavioural assessments which will provide individuals with a deeper insight into how and why people behave in the ways that they do. This awareness can provide an anchor from which behavioural change can be developed.

Contact us for further details on 01778 382719

## A Warm Welcome

Hello and thank you for your in our Management and Supervisor Training Brochure.

Inside you will find our most popular and effective courses as well as some new workshops.

As always, we continue to listen to the vital feedback we receive from you, the customer, to address the most pressing training needs of your staff.

Our status as an Approved ILM Centre continues and we offer a range of ILM endorsed and accredited courses which provide recognised accreditation for the delegates' achievements.

TOOJAYS Training & HR Consultancy Ltd continues to provide relevant and realistic learning and development solutions. We believe in 'learning by doing' through inspirational challenges and tasks to provide tangible benefit that is much more than the usual Chalk and Talk style of training.

All of our courses can be delivered both in-house or offsite to suit your needs. Our purpose built training rooms are available for all our courses and our range of outdoor venues are perfect for the experiential learning and development solutions we provide.

For further details about any of our services, please do call us. We welcome the opportunity to discuss all your training requirements and are even able to offer tailor made solutions that best suit you and your needs.

Best wishes

  
Lee Martin  
Owner and Founder

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# 1

## Appraisal Skills

### Introduction

A well-delivered appraisal can make all the difference to an individual. Employees benefit from a formal opportunity to discuss their job, performance, training needs and any barriers to achievement. The Appraiser needs to be able to give honest feedback and this takes time, thought and planning. This course helps the Appraiser develop the necessary skills and to prepare for what to say and how to say it.

### Benefits of attending

This course will enable participants to:

- Gain confidence when interviewing staff
- Understand the importance of thorough preparation
- Be able to prepare and ask quality questions
- Give and receive feedback
- Know how to set and agree plans for the future
- Ensure that the appraisal is a worthwhile experience for both people involved

### Who the course is for

Managers, supervisors and team leaders who are responsible for appraising and reviewing the performance of their people. Personnel and HR practitioners who have responsibility for introducing and managing appraisal schemes will also find the course beneficial.

### Course Content

- Preparing and gathering the facts
- What to include in the interview
- Inviting to interview
- Getting the environment right and opening the interview
- Honest communications: giving and receiving feedback
- Agreeing SMART objectives
- Discussing personal training and development needs
- Summarising and closing the interview

**Duration:** 1 day

HR

# Business Awareness

## Introduction:

Understanding and being able to apply strategic analysis and planning is vital in the development of any company. By assessing the current situation of that company and determining the key factors affecting the business, delegates will learn fundamental skills to enhance their business awareness. This course equips individuals with the tools and knowledge to apply their learning to their function to promote company growth and performance.

## Benefits of attending:

This course will enable participants to:

- Assess the current situation of a company
- Determine the key factors affecting the business
- Ascertain the factors that will drive the business forward
- Improve work function and promote company productivity

## Who the course is for:

Managers, supervisors and team leaders who are responsible for business productivity and growth within their departments.

## Further Development:

- Management Development Programme



## Course Content:

- What is Business Awareness?
- Definition of Business Analysis
- Definition of Strategic Analysis
- Business Analysis Theories and Techniques including SWOT & Pestle, the Boston Matrix & Porter's 5 Forces
- Strategic Business Positioning including assessing and identifying USP
- Practical Exercises

**Duration:** 1 day

# Coaching Skills For Improved Performance

## Introduction

Coaching is the dynamic and interactive process of assisting others in reaching their goals. It involves unlocking a person's potential to maximise his or her own performance within the chosen context. Supervisors, team leaders and managers can play an important role in coaching their people to develop greater self awareness, improve business skills and take on additional responsibilities. This practical course will ensure you have the 'know how' to apply coaching skills to help people more effectively.

## Benefits of attending

This course will enable participants to:

- Define what coaching really is and how and when to use it
- Have a range of coaching models to choose from appropriate to individuals' situations and needs
- Have an understanding of the impact of their own behaviours on others
- Have the confidence to start coaching for improved performance
- Increase staff motivation, productivity and retention
- Improve business results

## Who the course is for

Anyone who recognises the importance of developing others through coaching, either in a formal or informal manner, in order to help both the individuals and the business grow. It is also for those who carry out performance reviews and support people through change.



## Course Content

- Coaching - definition
- Essentials of Performance
- Building rapport, trust and confidence
- Active listening, attention-giving and paraphrasing
- Understanding key skills and processes required by the coach
- Coaching and feedback models
- Practical coaching exercises

**Duration:** 1 day

# Communicating Effectively

## Introduction

This course will help you understand what people see, hear and feel when communicating with others. It raises awareness of the importance of tone and body language within the communication process.

Are you really communicating what you want to communicate? Do you really say what you want to say in the right way? It is very hard to communicate effectively; this course will help give confidence to enable people to communicate the right words, in the right tone and with the most impact.

It is not just about communicating in the workplace - it is about communicating effectively with everyone we meet in our lives. The way we communicate can make a real difference to career prospects, to getting the job done, and to relationships. The training is given in a supportive and interactive environment, it gives people attending the chance to think about not only how they behave but how others behave and communicate.

## Benefits of attending

This course will enable participants to:

- Realise the impact that positive working relationships can have on performance
- Understand different behaviours and how they affect ourselves and others
- Understand the importance of being a good listener and questioner
- Deal with difficult situations by communicating clearly and calmly
- Be more effective when talking to the boss, peers, colleagues and family
- Present a confident, professional image consistently which can enhance your career

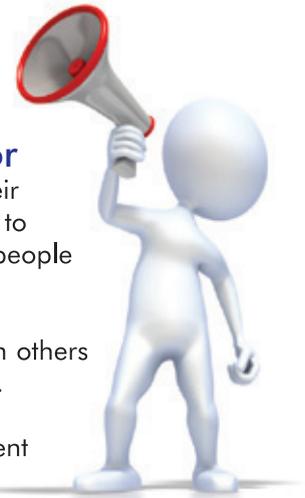
## Who the course is for

People who would like their everyday communications to be more productive. It is for people who realise

that success often depends on how we communicate with others and wish to enhance this skill.

Further Development

- Management Development Programme
- Presentation Skills
- Negotiation Skills



## Course Content

- What do we really communicate to others?
- The importance of understanding and managing different behaviours
- The basics of communicating
- Body language - learning to read the signals
- Active and Naive listening
- Interpersonal skills and precision questioning
- The art of giving and receiving constructive feedback
- Giving positive messages verbally and non-verbally
- Practical Exercises

**Duration:** 2 days



# Consultancy Skills

## Introduction:

Organisations are in a perpetual state of change. External pressures mean that businesses must innovate and adapt to new demands and circumstances in order to thrive and grow. How they deal with those changes is of vital importance. Consultants must demonstrate the ability and skills to introduce and manage change. In doing so, they gain the commitment of the teams implementing and living with the change whilst demonstrating the ability to balance “head” and “heart” issues during diagnosis and assessment.

## Benefits of attending:

This course will enable participants to:

- Develop the key skills required of a consultant
- Increase their own awareness of their personal contribution to consulting situations
- Enhance their interpersonal skills

## Who the course is for:

This course is for those who are internal or external consultants dealing with organisational change or anyone who needs to lead complex change interventions in organisations.

## Further Development:

- Project Management Skills
- Leadership Development Programmes

## Course Content:

- What does a Consultant do?
- Facilitation skills
- Key skills and approaches to consulting
- Assessing and increasing readiness for change
- The importance of active listening
- Evaluating Change
- Practical exercises

**Duration:** 1 day

# Customer Service Skills

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## Introduction

Customer service is increasingly becoming the method by which organisations try to differentiate their company from others offering a similar product or service. This course will supply delegates with the knowledge on how to go about doing it.

## Benefits of attending

This course will enable participants to:

- Define excellent customer service
- Understand the moments of truth
- Appreciate the impact their choice of words make
- Recognise who their customers are
- Understand internal as well as external customer needs
- Deal with complaints effectively
- Understand how to calm an upset customer

## Who the course is for

This programme has been designed for anyone who ever needs to deal with a customer and wants to do it professionally and confidently while also improving the customer/ supplier relationship.

## Course Content

- Good/ poor service - what does it look and sound like?
- Positive and negative words
- Questioning to gather information
- Listening not just hearing
- Moments of truth
- Delivering on promises
- Turning complaints into compliments
- Telephone service
- WELCOME technique
- Practical exercises

**Duration:** 1 day

*"Tutor excellent, content very informative and lots of things to take away and use in the future."*  
Norfolk County Council delegate

# Discipline, Dismissal And Grievance

## Introduction

In addition to clarifying the complex mandatory rules that were introduced by the Employment Law Act, this course will provide employers with practical assistance in the administration of a disciplinary sanction, including dismissal, or the handling of a grievance. Getting it right has never been so important. More notably since recent legislation changes, failure to deal with matters properly can result in a punitive uplift in compensation by up to 50%.

## Benefits of attending

Every employer needs to ensure that they are adequately protected against the risks of litigation. Although managers will rarely relish handling disciplinary and grievance matters, the course will provide them with the knowledge necessary to expedite matters effectively and safely.

## Who the course is for

The course is tailored for HR practitioners, managers and supervisors who have responsibility for dealing with disciplinary or grievances, whether directly or indirectly.

## Course Content

- Individual current practice
- Mandatory rules
- Penalties for non-compliance
- Suspension and investigation
- The disciplinary meeting
- The notion of 'Reasonable Belief'
- The Appeal
- Handling grievances
- Overlap between Disciplinary & Grievances
- Open forum - Q & A

**Duration:** ½ day

# Employment Law - Are You Complying?

## Introduction

Legislative requirements can, at the best of times, seem daunting and often unclear. The increasing focus on employee rights and a need to ensure that you and your practices are compliant with current legislation is ever present. This half day programme looks to explore the current legal standpoint and how that affects current practices.

## Benefits of attending

This course will enable participants to:

- Identify potential and actual areas of current practice that need action in order to remain compliant
- Understand the new and emerging legislative requirements
- Apply current legislative requirements to their own current practices
- Recommend best practice to their policy makers
- Understand the implications of non-compliance

## Who the course is for

This course is for those who have responsibility within the organisation for ensuring that HR policy is current and being applied appropriately. Managers will also benefit from an understanding of their legal obligations.

## Course Content

- Defining current practice
- Understanding the law
- Application of requirements
- Employee rights - and Employers stand points
- Best practices templates
- Practical Exercises
- Ongoing awareness

**Duration:** ½ day

HR

*“ A thoroughly enjoyable and constructive day.”*  
John Lewis delegate

# Equality and Diversity - What You Need To Know

## Introduction

This course explores and explains the concepts of equality and diversity, reviewing the relevant legislation, outlining the organisation's current policies and procedures, making clear management as well as individual responsibilities in relation to Equality and Diversity law, as well as examining the good practice benefits of making Equality and Diversity work within the organisation and the role of all staff in doing so.

## Benefits of attending

This course will enable participants to:

- Understand what Equality and Diversity means
- Be aware of the organisation's policies and procedures on Equality and Diversity in employment and service delivery - and individuals' roles in adhering to them
- Be aware of the legislation in the area and in particular recent developments in the areas of Age and Disability law
- Know the benefits of good practice and monitoring
- Be aware of individual and corporate responsibility under Equality and Diversity law

## Who the course is for

For managers and all staff particularly those who need to update their knowledge on Equality and Diversity and how this affects them and their colleagues in the workplace.



## Course Content

- What is meant by prejudice and discrimination
- The importance of language
- Individual responsibility appropriate to a diverse workforce
- Understanding what the legislation covers
- Recent developments in legislation i.e. Age Equality regulations
- Review of the current policy and procedures within the organisation - on Equality and Diversity
- Practical Exercises

**Duration:** 1 day

# Handling Difficult People

## Introduction

Dealing effectively with unproductive employee behaviour, conflicting views and strongly held opinions does not come easily to many people. This course highlights the importance of nipping problems in the bud, resolving conflict quickly and fairly whilst maintaining productive working relationships. The course develops the skills needed to resolve conflict situations within relationships.

## Benefits of attending

This course will enable participants to:

- Identify potential and actual conflict situations and different types of behaviours
- Appreciate the causes of conflict
- Deal with different situations in different ways whilst aiming for a win: win
- Address the behaviour and the situation, not personalities
- Remain calm and patient at crucial times
- Feel confident to nip conflict in the bud.

## Who the course is for

This course is for those who supervise or manage others and who wish to get productivity, co-operation and harmony from their team. It is for those who want to develop or maintain an atmosphere of minimum conflict and maximum participation.

## Further Development

- Management Development Programme
- Communicating Effectively
- Coaching Skills for Improved Performance

## Course Content

- Recognising different types of behaviour
- Skills and techniques for handling the discussion or meeting
- Correcting persistent unacceptable behaviour
- Managing your own reactions in conflict situations
- Successfully giving and receiving feedback
- Dealing with put downs and excuses
- Practical exercises

**Duration:** 1 day



*“A really thought provoking, well balanced course. Well delivered. Thanks.”*

Royal Garden Hotel attendee

# Introduction To HR Administration

## Introduction

Individuals responsible for the HR administration and processing often find themselves asked to carry out such roles without formal training of requirements and standards expected. This course provides practical tips for streamlined and efficient HR processing, in addition to setting the context by explaining the checks required by legislation and how this can be managed.

## Benefits of attending

This course will enable participants to:

- Understand and apply best practice Recruitment procedures
- Understand and apply best practice HR Generalist procedures
- Interpret Data Protection requirements and individuals rights
- Apply processing and organisational skills to increase efficiency
- Understand their obligations under current legislation
- Deal with general employee enquiries for HR data e.g. references, disciplinary procedure, employment checks.

## Who the course is for

This course is ideal for those with the responsibility for HR administration and processing or managers involved in the audit trail required by legislation.



## Course Content

- Entry point - what do you need to know?
- Essential admin requirements
- Recruitment legislation & your obligations
- Record keeping & Data Protection
- Disclosing information
- Internal and external references
- Essential information for the generalist
- Educating others
- Practical exercises

**Duration:** 1 day

# Introduction To HR Management

## Introduction

For the majority of small businesses the need to manage the HR side of the business is often second to more pressing issues. However, with increasing legislative requirements and tribunals highlighting shortfalls in employers' understanding and application of best practice, the need for a robust HR structure is increasingly relevant.

This course looks to provide managers and administration staff with an introduction to best practice HR, helping to understand the beneficial role HR can play within the business.

## Benefits of attending

This course will enable participants to:

- Understand organisational structures
- Understand key aspects of HR responsibility such as:
  - HR policy
  - Contracts of Employment
  - Terms & conditions
  - Pay & Benefits
  - Training & Development
  - Health & Safety
  - Performance Management
  - Diversity
  - Management Information
- Understand current legislation
- Apply best practice models

## Who the course is for

Ideal for those working in smaller organisations without a dedicated HR function, or for (non qualified) HR Administrators and Officers looking to broaden their understanding of the strategic role of HR.

## Course Content

- What is HR?
- Current business requirements
- HR as a strategic partner in the business
- Essential aspects of HR management -
  - L&D
  - Generalist
  - MI
- Legislation requirements
- Current implications of non-compliance
- Practical exercises - HR audit
- Action Planning

**Duration:** 1 day

HR

*"Fantastic, mind-blowing two days - worthwhile."*  
Scottish & Newcastle graduate

# Introduction To Supervision

## Introduction

This course provides a firm foundation on which to develop supervisory management skills. It provides comprehensive knowledge and skills which can be practically used on return to the workplace. Our approach on this course is one of experiential and highly participative, giving supervisors a thorough grounding in the basics of first line management.

## Benefits of attending

This course will enable participants to:

- Understand the supervisor's role and key responsibilities for achievement through people
- Recognise which style of leadership to use in different situations
- Create an environment in which the team can perform well in their tasks
- Communicate clearly by actively listening and questioning
- Understanding the importance of words, tone and body language when communicating
- Give and receive constructive feedback
- Communicate, monitor and correct standards for optimum performance
- Make decisions confidently
- Understand the importance of planning, motivating and managing time and resources effectively.

## Who the course is for

This course is for potential and recently appointed supervisors, team and cell leaders. It is also for those who have been in their job for some time but who have not had any previous supervisory training.

## Further Development

- Coaching Skills
- Appraisal Interviewing Skills

## Course Content

### Day 1

- The role and responsibilities of the supervisor
- The ideal qualities, characteristics and skills needed
- Understanding interactions - situational leadership styles and their effects
- Understanding motivating factors for others
- How not to de-motivate

### Day 2

- Communication and the impact it has on the bottom line
- The communication process
- Words, tone and body language
- Listening, questioning and clarifying
- Giving and receiving constructive feedback
- Measuring performance
- Planning effectively
- Making decisions confidently
- Practical application

### Day 3

- Personal Implementation Plans
- Review of learning

**Duration:** 2½ days



# Leadership, Motivation And Teamworking

## Introduction

The ability of leaders is vital to business success. This course provides the essential skills and ideas for understanding leadership and its impact on motivation. It also includes what makes an effective team and the characteristics for success. Various practical activities with relevant tasks are used to facilitate learning, some of which take place outside and are an excellent way of experiencing and practicing teamworking skills.

## Benefits of attending

This course will enable participants to:

- Understand the difference between leadership and management
- Select and adopt appropriate style to suit different situations and people
- Establish approaches for motivating individuals
- Understand the difference between a group and a team
- Understand the effects of different leadership styles
- Recognise the different roles within teams and what makes teams effective.

## Who the course is for

Managers and supervisors who want to become even more effective as leaders and motivators. It is particularly for those who have recently acquired a new team and/or who need to encourage their existing teams to perform and 'pull together' in the same direction.

## Further Development

- Management Development Programme
- Communicating Effectively
- Coaching Skills for Improved Performance

## Course Content

### Day 1

- Leadership qualities and characteristics
- Situational leadership styles
- Leadership skills and behaviours
- Motivation - definition
- Creating an environment for motivation
- Removing de-motivating factors

### Day 2

- Criteria for High Performing Teams
- What makes a High Performing Team - essential skills
- Factors affecting team performance
- Recognising different roles and their place in the team
- Using individual team members' skills & strengths
- Practical teamworking

### Day 3

- Personal implementation plans
- Review of learning

**Duration:** 2½ days



# Management Development Programme

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## Introduction

A series of two day courses for developing essential management techniques and skills for the modern business world. Managers may choose to attend all modules as part of a planned programme of personal development or select to attend a specific module that meets an immediate need.

## Benefits of attending

Attending all modules will enable participants to:

- Explore leadership styles and communication skills
- Use prioritising and planning skills to make the best use of available resources
- Prepare and carry out fair and effective recruitment interviews
- Hold appraisal reviews to raise performance levels
- Know what makes a team tick and how to create an atmosphere for effective team work
- Know how to plan and conduct a disciplinary meeting correctly
- Use project management techniques to plan and progress non-routine tasks
- Appreciate the effects change can have on individuals and teams and so know how to introduce change successfully
- Improve their own ability to manage, lead, and inspire whilst maintaining the performance of the team.

## Who the course is for

These modules are suitable for all managers, new or recently promoted, who want to develop their skills and more experienced managers who want to develop their current practices.

## Module A - Managing, Motivating And Communicating

This two day module introduces different styles of management and explores the best styles for specific individuals, teams and management situations. The module also examines strategies for maximising business results via effective communication, be this up or down the line or even to peers.

## Course Content

### Management style

- Leadership and Management explored
- Management styles, including situational leadership

### Making time to manage and motivate

- Time stealers
- Understanding and making the most of motivation

### Essential Communication skills

- What is communication in management?
- Core communication tips

### Communication Strategies

- Understanding the audience
- Building networks
- Perceptions and performance.

**Duration:** 2 days

## Module B - Developing Your Team

This two day module focuses on the skills, knowledge and attitude required by a modern-day manager to effectively improve the impact they have. The time is spent on how you can improve the way your team is organised; on how they can be encouraged to give their best and how, if all else fails, you can go down a disciplinary route fairly and legally.

### Course Content

#### Building your team

- Recruitment & Selection interview skills
- Team roles, who and what to look for

#### Encouraging your team

- Helping others to help themselves; delegating, coaching, empowering
- Staff appraisal and the performance management cycle

#### Maintaining your team

- Pre-discipline & 'counselling'
- Formal disciplinary procedures and legal requirements

**Duration:** 2 days



## Module C - Leading Through Challenging Times

In today's modern hectic world of technology, consumer demands and the effects of being in a 'global market place' dictate that if a business is standing still, it is in effect moving backwards. Managers in this environment must be able to negotiate their way through barriers, overcome obstacles and solve problems. Inevitably a need for projects will occur, which in turn will mean leading change. This module equips managers with the tools to do all of these things whilst also looking after themselves.

### Course Content

#### Problem solving

- Understanding the root issues
- Producing solutions
- Implementing solutions effectively

#### Projects

- Project management - definition
- Project management - primary principles

#### Leading Change

- Understanding the emotions of change
- Building a vision
- The benefits of effective communication

#### Leadership Resilience

- Understanding interactions & influencers
- Managing stress

**Duration:** 2 days



# Management Development Programme - Advanced

## Introduction

The Advanced Management Development Programme is an open programme aimed at senior managers within businesses. It covers the strategic skills needed to manage people effectively in the 21<sup>st</sup> Century.

## Programme details

**Venue:** Toojays Training Room, Peterborough

**Group:** minimum size 6 / maximum size 10

**Duration:** Workshops will be held for 3 1/2 hours each

(includes 4 x 1/2 day workshops, The Hub access, supplementary exercises and materials)

## The Forum

Participants in the programme will be given access to The Hub, our online learning portal, which contains:

- Additional downloadable resources and materials
- Videos
- Template documents
- Fact sheets relevant to the workshops.

It also has an online forum facility whereby they can discuss, debate and further their development and learning with other group members. The course tutor can also issue pre and post workshop materials for use within the group.

## The Programme



## Networking - A Professional Discipline

The future belongs to those who can create effective networks. Sound networking abilities are essential in a knowledge-based society. As a result, people with broad and effective networks are usually both successful and in demand.

This half day workshop will equip attendees with the knowledge and skills to network effectively both physically and virtually.

The course will cover:

- The importance of networking in 21st Century business
- The Brand called YOU
- Knowing what you want to achieve - targeting
- Physical networking
  - Mind-set & approach
  - Body language and status development
  - Small talk and listening skills
  - Group Engagement and Dis-engagement Tactics
  - Follow up
  - Top Ten Tips
- Virtual Networking
  - Choosing the medium
  - Profile importance
  - Use of groups
- Practical Exercise

## Strategic Communication

Being able to communicate an organisation's strategy and goals to employees, stakeholders, the media and general public clearly and concisely is critical in ensuring they are implemented and the right message is achieved successfully.

This half day workshop will equip attendees with the knowledge and skills to deliver and plan strategic communications.

The course will cover:

- Understanding the need for clear Strategic Communication
- Consequences and examples of getting it wrong
- Knowing what you want to achieve - targeting
- Creating a plan
  - Communication infrastructure
  - Aims
  - Audience
  - Research
  - Message
  - Spokesperson
  - Channels and Outlets
  - Deliverables & Collaterals
- Delivery
  - Medium
  - Style - Presentation Skills
- Evaluation and PIR
- Practical exercise

## Employee Engagement

Employee engagement is the combination of commitment to the organisation and its values and a willingness to help out colleagues (organisational citizenship).

It goes beyond job satisfaction and is not simply motivation.

Engagement is something that the employee has to offer: it cannot be 'required' as part of the employment contract.

This half day workshop considers some of the organisational issues that contribute to - or inhibit - employee engagement in different organisational settings.

The course will cover:

- What is employee engagement?
- Why organisations need to be focused on employee engagement
- How to build an engaged workforce
  - Engagement Drivers
- Different levels of engagement
  - Intellectual
  - Affective
  - Social
- The Outcomes of Engagement
- Practical exercise / Case study

## Talent Management

Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of a particular value to an organisation, either in view of their 'high potential' for the future or because they are fulfilling business / operation-critical roles.

This half day work shop equips attendees with an understanding of the core aspects of a sustainable and value adding talent management strategy.

The course will cover:

- What is talent management?
- The business case for talent management
- Developing a talent management strategy
  - Alignment to corporate strategy
  - Inclusive versus exclusive approaches
  - Involving the right people
  - Focusing on the talent management loop
  - Attracting talent
  - Developing talent
  - Managing talent
  - Tracking and evaluating talent management
- Implementing an effective talent management strategy
- Talent management in a difficult economic climate
- Practical exercises

# Meetings - Making Them Effective

## Introduction

Frequently people complain about meetings, they are either too long, no actions agreed and often no follow up. This course will focus attention on what is needed to make a meeting effective and productive. It really can help save time, money and help stress levels if people feel their time at a meeting was well spent, that things will change / happen as a result of that meeting.

We cannot survive without meetings so let's ensure they are productive, motivating and make a difference in a positive way. This course can make best use of management time and let people thrive on what happens at a meeting not just survive it!

## Benefits of attending

This course will enable participants to:

- Encourage a structured approach to enable real results to be achieved every meeting
- Keep to the agenda and to time
- Understand the techniques for managing dominant and reluctant attendees
- Prepare and present information appropriately
- Appreciate the importance of effectively planning questions and responses
- Ensure that the meeting feels productive and positive to all attendees.

## Who the course is for

In particular anyone who leads or chairs either formal or informal meetings. It can also be useful for people who want to understand how an effective meeting should work and how to be a proactive participant.

## Further Development

- Coaching Skills for Improved Performance
- Time Management



## Course Content

- What is the purpose of a meeting?
- Structure, planning, agenda, timekeeping, venue and note taking
- Personal skills needed to chair an effective meeting
- Leading the meeting, co-ordinating, controlling, involving
- Handling difficult people or problems
- Active listening, quality questions and summarising skills
- Actions, commitment and follow up
- Practical Exercises

**Duration:** 1 day

# Negotiation Skills

## Introduction

Negotiation skills are used in many day to day situations; introducing changes, dealing with suppliers, liaising with customers and when making decisions. Well developed persuading and influencing skills are also needed to ensure the right points are communicated in the right way. This course will help participants to plan for a variety of negotiation situations, communicate clearly to ensure people listen and build positive relationships.

## Benefits of attending

This course will enable participants to:

- Define effective negotiation
- Understand the skills required for each step of the negotiation process
- Demonstrate best practice negotiation technique
- Understand the basic principles of negotiating effectively
- Minimise potential points of conflict
- Enable negotiations to be approached with confidence.

## Who the course is for

This course is for those who want to improve their negotiation skills with colleagues, customers or suppliers. It is a general purpose course that meets the needs of different people: managers and supervisors who have to negotiate at work will find the course useful, with a balance of theory and practice exercises.



## Course Content

### Day 1

- The theory of negotiation
- Importance of communication
- Building rapport
- Personal Values
- Influencing Styles
- The benefits of Win: Win

### Day 2

- Importance of assertiveness
- The 4 Phases of Negotiation: Prepare, Discuss, Propose, Bargain
- Practical Exercises
- Closing the Negotiation

**Duration:** 2 days

# Networking Skills

## Introduction

The future belongs to those who can create networks. Sound networking abilities are essential in a knowledge-based society. In consequence, people with broad and effective networks are usually both successful and in demand.

Networks are here to stay, and will gradually become a larger and larger component the working environment. Networking is a sought-after, desirable and sustainable competence in our experience oriented society. Almost all individuals and companies have unrealised networking potential just waiting to be activated.

## Benefits of attending

This course will enable participants to:

- Gain confidence when networking
- Understand some generic principles of networking in today's business environment
- Identify key areas to consider when planning to network
- Enable their networking capabilities and implement their skills effectively

## Who the course is for

This course is aimed at all those who rely on interactions with others as part of their business activities to achieve connections and goals (be it sales, company awareness, relationship development or leverage).

- What is networking?
- Who needs networks?
- Links to influencing
- Creating a good atmosphere
- Body language and status
- Small talk and parallel talk
- The difficulty of making contact
- Practical exercises

## Course Content

- What is networking?
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**Duration:** half day

## Presentation Skills

### Introduction

For many people the thought of making a stand up presentation is at best daunting and at worst petrifying. However, the vast majority of people in business will, at some time, be required to make a presentation and so will need to face up to this challenge.

This course is designed to give people the key skills required to deliver a clear effective and professional presentation, while gaining confidence in themselves and their ability to influence others.

The day is broken down into an easy to follow, step-by-step sequence. Delegates will have the opportunity to develop and practice delivery in a supportive, helpful environment and hear constructive feedback.

### Benefits of attending

This course will enable participants to:

- Understand the vital areas for consideration when first planning a presentation
- Learn and use different techniques for gathering and organising the necessary presentation content
- Utilise the venue they will be presenting in to full effect
- Understand how different visual aids can be used and select the most appropriate for their presentation
- Deliver a presentation without the need for copious notes or a rigid script
- Hold audience interest through verbal and non-verbal communication.

### Who the course is for

This course is ideal for anyone who has to, or may have to, present to a group and wants to take advantage of a fantastic opportunity to put across views and influence others.



### Course Content

- What are the key steps to perfect presenting?
- How to ensure your presentation 'delivers'
- Planning the presentation
- Venue considerations
- Using notes
- Engaging the audience
- The use of effective visual aids
- Overcoming nerves
- Dealing with questions and hecklers
- Delivery of a videoed presentation with specific constructive feedback

**Duration:** 2 days

*"...really enjoyed both the diverse group and direction. The informative but laid back approach is both positive and motivational."*  
Ideal Shopping Direct Plc participant

# Project Management Skills

## Introduction

Many managers and supervisors have to take on responsibility for non-routine tasks or developments. These 'special projects' often require different skills from those in day to day management.

Those who find themselves having to do more 'project management' will find that this two day course provides tools and techniques for managing a project successfully whilst also exploring ways to manage the 'human elements' too. These include influencing skills, managing both a project team and stakeholders in general and understanding the impact of change in the workplace.

## Benefits of attending

This course will enable participants to:

- Determine what projects are and why they are carried out
- Have an understanding of some theories and jargon often associated with projects
- Identify the key steps involved in planning a project
- Be aware of many project management tools, including project life cycle, scope, objectives and benefit realisation
- Understand the benefits of interpersonal skills in the world of projects.

## Who the course is for

Managers, supervisors and any team leaders who undertake one-off tasks and non-routine work. Anyone who has been given special responsibility for a project, but has not experienced much, if any, formal project management training.



## Course Content

- What is a project?
- Why do projects?
- Key skills needed as a project manager
- Roles & responsibilities
- Project planning and project management tools
- Scope and objectives
- Communication strategies
- The impact of change
- Cost benefit analysis
- Post Implementation reviews
- Managing the project team

**Duration:** 2 days

# Recruitment And Selection Interviewing

## Introduction

Choosing the right person for a vacancy will add value to the department or area concerned. Choosing the wrong person through an unstructured approach or 'gut instinct' is a recipe for disaster, potentially affecting productivity and team morale. Therefore it is essential that good interviewing skills and techniques are learnt and practiced.

This course will provide participants with the ability to plan and conduct interviews that are effective, fair and beneficial to all concerned.

## Benefits of attending

This course will enable participants to:

- Adopt a fair and effective selection procedure
- Design quality interview questions
- Conduct & control face-to-face interviews professionally
- Make selection decisions
- Understand the key sections of law relating to selection interviewing

## Who the course is for

Those people who have to conduct selection interviews for any level of employee. Those with no previous training will find the course very beneficial, whilst those who only interview occasionally, will find it a useful refresher.



## Course Content

- Reviewing and determining job requirements and person specifications
- Determining suitable selection criteria
- Designing and asking interview questions
- Creating the right environment
- Conducting face-to-face interviews: control, pace, structure
- Discrimination and the Law; gender, age, race and disability

**Duration:** 1 day

# Reducing Absenteeism - Return To Work Interview

## Introduction

Do you have staff who are regularly absent from work due to sickness or family commitments? Do you ever have good reason to believe that someone’s absence is not for a genuine reason?

This course is a great way for you to begin to tackle the problem of unauthorised absence. It will give you new techniques to detect and discourage “fake” absence and it will help you to reduce avoidable absence by giving you the skills to support employees as they return to work.

## Benefits of attending

This course will enable participants to:

- Reduce absence from the workplace
- Work within the law to manage an absent employee
- Monitor absence and use this information appropriately
- Act fairly and effectively during return to work interviews
- Agree solutions for recurring absence.

## Who the course is for

All managers, team leaders and front line supervisors who have responsibility for managing staff absenteeism.

## Course Content

- Introduction to Absent Management
- Problems, issues and excuses
- During the absence
- The return to work interview
- Follow up
- Assessment
- Practical Exercises

**Duration:** 1 day



# Report Writing

## Introduction

Get the reader's attention! Long, tedious or badly written reports rarely do! This course will help participants to produce readable, persuasive and informative reports. Many people are unclear about how to write a report, they are unsure which style to use or may be concerned about the standard of their written English. This course examines written styles and shows participants how to structure and present reports.

## Benefits of attending

This course will enable participants to:

- Understand the sections of a report and their purpose
- Select an appropriate report structure
- Write using a style appropriate for the report's objectives
- Avoid ambiguity and points of confusion in reports
- Make clear and well supported recommendations.

## Who the course is for

Any employee who is asked to compile a report or put information ideas or recommendations in writing. Those who feel they would like to improve their written communication skills will also benefit from the workshop.

## Course Content

- Why put things in writing? The Aims of a Report
- How people like to read reports
- Different types of report layout
- Handling technical information, fact & figures
- Developing a clear writing style
- Practical exercises on report writing
- Presenting the report

**Duration:** 1 day

*"Very interesting, very useful, liked the opportunities to practice exercises."*

Office of Government Commerce attendee

# Sales Training (Basic) - Essential Sales Skills

## Introduction

The sales environment is the lifeblood of any organisation and as a result it is extremely competitive, with the competition always looking for an advantage. Keep ahead of the competition by understanding the key behaviours which underpin 21st Century selling. Learn how to appeal to the modern, sales savvy customer who has increased information to hand.

## Benefits of attending

This course will enable participants to:

- Increase sales by building a better rapport with clients
- Help the customer take the buying decision by using a structure approach
- Gain commitment from clients and reap the benefits
- Gain sustainable competitive advantage through creating effective impact.

## Who the course is for

Those people who are both new to sales and those wanting to refresh their sales approach and revise the fundamental principles of good sales behaviour.

## Course Content

- What makes a great salesperson?
- Sales Behaviour
- Preparing for your sale
- Communication
- Making the right first impression
- Developing rapport
- Dos and Don'ts - for the meeting
- Selling your product and service - features & benefits
- Handling objections & gaining commitment
- Practical exercises & scenarios
- Action Planning

**Duration:** 1 day

## Sales Training (Advanced) - Successful Telesales Techniques

### Introduction

Learn how to turn unstructured phone conversations into persuasive and more effective sales gambits. Turn dry, unfriendly, scripted 'pitches' into inspirational, natural, and account winning formulae. Make more money for you and your organisation through powerful phone sales.

### Benefits of attending

This course will enable participants to:

- Make calls ten times more effective by using specific sales strategies
- Identify exact customer needs through perceptive questioning techniques
- Close the sale through basic negotiating techniques
- Become more productive and effective sales individuals.

### Who the course is for

Telesales professionals who take a high volume of calls from customers or make appointments or sales calls. Those individuals who need an insight into becoming effective, high performing sales people.



### Course Content

- The role and responsibilities of the supervisor
- Communication skills
  - Improving rapport via behaviour
  - Analysing Non-Verbal Communication
  - Voice, projection and pace
  - Questioning techniques
  - Creating impact through opening statements
- The Sales process
  - Importance of planning and research
  - Maintaining focus and control in outbound calls
  - Call closing
  - Identifying buying signals
  - Overcoming objections
- Practical Exercises

**Duration:** 1 day

# Stress Management

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## Introduction

Managers faced with the issues of stress sometimes don't know where to turn. This course looks at the issues associated with stress, including examining what stress looks like and practical tips on how to deal with stress in themselves and in their staff. It incorporates practical de-stressor techniques delivered by a qualified complimentary therapist - that individuals will be able to utilise themselves.

## Benefits of attending

This course will enable participants to:

- Understand and define stress
- Understand and identify the causes of stress
- Recognise the symptoms of stress in themselves and others
- Apply techniques to manage pressure in the workplace
- Apply strategies for handling stress positively for themselves and in others.

## Who the course is for

Any individual who would like help to understand and manage the causes, symptoms and effects of stress, in themselves and those around them.

## Course Content

- Defining and identifying stressors
- Stress & performance
- Impact on others
- Managing personal stress
- De-stressor techniques
- Practical strategies for dealing with stress in others
- Personal Stress Management Plan

**Duration:** 1 day

# Team Development

## Introduction:

Various elements of a team will affect how well everyone works together and what that team achieves. It could be influences from an individual or even a group of staff that are preventing the team from working effectively. External factors like the work environment and associated teams both inside and outside the company may have an impact, even the actual processes or work itself. These things should all be taken into account when analysing a team's performance. A management style that works well for one team may not be right for another team.

## Benefits of attending:

This course will enable participants to:

- Analyse team performance as it stands and how you would like it to be
- Identify gaps in your team's performance
- Select relevant solutions to your team's development needs
- Prepare and deliver a team building exercise to resolve these needs
- Evaluate the effectiveness of the chosen solutions.

## Who the course is for:

This course is for those who manage or are responsible for a team or group of individuals.

## Further Development:

- Leadership, Motivation and Teamwork
- Appraisal Skills
- Handling Difficult People
- Performance Management

## Course Content:

- Team Development Cycle
- Meetings
- Coaching - the GROW model
- Feedback
- Communication
- Motivation
- Team Development Events

**Duration:** 1 day

# Time Management

## Introduction

There are many people with hectic lives who work under pressure and need some assistance to manage their time better. Too many people feel that they are slaves to their workload, martyrs to the constant interruptions they face and having to continually “fire-fight”.

This course provides a host of hints and tips for control, efficiency and greater personal effectiveness with a view to achieving better results and satisfaction from the working day. It aims to enable people to feel as though they can plan, prioritise and be proactive.

## Benefits of attending

This course will enable participants to:

- Recognise how we may create our own time management problems
- Identify the effects of poor time management
- Understand the way poor time management creates stress
- Improve the way in which you organise your days
- Decide what is important for achievement and set priorities
- Minimise time wasting and handle interruptions.

## Who the course is for

This course is designed for busy people who want to identify where they are wasting their time and how they could gain more control of this most precious resource.



## Course Content

- Prioritising objectives and workloads
- What’s important and what’s urgent?
- Desk management and handling paperwork
- How to deal with interruptions and time stealers assertively
- Delegating
- Action planning exercise

**Duration:** 1 day

# Train The Trainer



## Introduction

The ability to train staff is one of the essential skills of an effective manager. Whether this is carried out through one-to-one instruction or in group sessions, the training must have identifiable objectives, be well structured and include elements of evaluation for it to be truly effective.

## Benefits of attending

This course will enable participants to:

- Ensure that their training is 'adding value' to the business
- Tailor their training to meet the specific needs of the company / department
- Produce a session plan including quantifiable objectives
- Design and conduct an effective training session
- Select and use appropriate and effective visual aids
- Identify the ways in which they and others people learn
- Practice their training skills and receive feedback in a risk free and supportive environment.

## Who the course is for

This course is for people who are being asked to train employees, retrain others or induct new starters. It is also for those who might be experienced trainers but have never received any formal training on how to train.

## Course Content

### Day 1

- The systematic Training Cycle
- The Entry point - expectations from this training?
- How do you clarify performance? What do they need to know and why?
- TNA
- Gap analysis techniques
- Preparing sessions Plans
- Learning styles

### Day 2

- Communication skills for training
  - Questioning
  - Listening
  - Engaging the room
- Making your training memorable
- Room dynamics
- Testing understanding
- Evaluation process
- Practical exercises

**Duration:** 2 days

## Webinar Masterclasses

(consists of three one-hour masterclasses)

### What is a webinar?

Webinar is shorthand for “web seminar”, and are live seminars transmitted via the internet. Our Webinar Masterclasses offer a real and cost-effective alternative to a training workshop. With no travel and accommodation costs to cover, it’s training that delivers real value every time.

### Relevant and valuable content

Our webinars cover five generic training topics for any industry. Our facilitators are highly experienced and enthusiastic. With their extensive knowledge of people development, they ensure that every webinar delivers tangible ROI.

### How does it work?

The webinars use the latest online technology but all you need is computer access to the internet. Login details are sent out in advance by email and you simply log in to join the session. The training is live and interactive as you will be able to see and hear the facilitator. Questions are welcomed and encouraged, and are delivered via the instant messaging system.

### How long does it last and how many participants may attend?

Each webinar consists of three one-hour masterclasses, delivering structured bite-size learning. The fee is per login access, so more than one member of staff from your organisation can benefit from the webinar content.

- Essentials of Good
- Customer Service Webinar
- Communicating Effectively Webinar
- Effective Meetings Webinar
- Time Management Webinar

half days - 9:00am to 1:00pm

full days - 9:00am to 4:30pm

## Approved Centre

Toojays is an approved Institute of Leadership and Management (ILM) Centre, working in partnership with the largest and longest established management Awarding Organisation in the UK. We are able to offer a number of ILM endorsed courses, as well as the fully accredited Level 5 Award in Leadership and Management.

We understand that there is pressure on businesses to achieve more with their training budgets. Our endorsed and development programmes will quality-assure the training you receive against industry standards. Our courses focus on the real challenges that managers face in their day-to-day jobs, with practical workplace-based assessment and minimal time away from work. With 93% of employers experiencing a tangible increase in their managers' capability after an ILM qualification, it is clear to see how an ILM course could be the right one for you.

We offer the following endorsed courses:

- Leadership, Motivation and Teamwork
- Management Development Programme - Module A
- Management Development Programme - Module B
- Management Development Programme - Module C
- Introduction to Supervision
- Negotiation Skills
- Communicating Effectively

For more information, visit the Toojays website [www.toojays.co.uk](http://www.toojays.co.uk) and click on What We Do, Training & Development.



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Listed below are the Programmes on which you are currently registered.

**INSTITUTE OF LEADERSHIP & MANAGEMENT**

- ILM Level 3 - First Line Management - Diploma [View Progress](#) [Access Now](#)
- ILM Level 4 - Award in Management [View Progress](#) [Access Now](#)
- ILM Level 5 - Management Diploma [View Progress](#) [Access Now](#)

It is likely that a social dimension to the relationship will begin to emerge. However, this has to be recognized as a deepening of 'getting to know you' and not at this stage indicative of any strategic intent.

It is still an uphill struggle for the supplier to break out of the cycle of limited information so that they can better address the buyer's needs. It is unlikely, for instance, that confidential information would be made available, so to an extent the Key Account Manager remains 'out in the cold'. The majority of such opportunities are likely to be at the initiative of the buyer as they adopt an increasingly positive and communicative stance. This requires that the Key Account Manager ensures that the buyer is fully aware of the supplier's capabilities.

**Co-operative Stage Key Account Management**



**Stage characteristics:**

- May be preferred supplier
- Not wholly trusted by the customer
- Limited information sharing
- Not necessarily preceded by a basic relationship
- Based on the assumption or experience of performance
- Selling organisation adds value to the relationship
- Relationship still mainly with buyer
- Multifunction contacts
- Organisation mainly standard
- Forecasting rather than joint strategic planning
- Exit not particularly difficult

## Toojays Training Venue

All of our programmes can be delivered at our purpose built training suite located at our offices. Alternatively, we can deliver them in-house or at a suitable venue closer to you.



## How to find us

Our office is situated at the impressive, purpose built Eventus centre, situated off the A16 on the outskirts of Market Deeping within easy distance of the A1. Here you will find state of the art facilities with plenty of free onsite parking.

### Terms & Conditions

### Bookings & Payment

Bookings can be made by phone, email or post.

All courses are subject to VAT.

**Book Online**



### Cancellations

We reserve the right to charge up to 100% of the amount if a booking is cancelled within 10 working days of the course commencement.

We reserve the right to amend the content of, or cancel a course, for reasons beyond our control, lack of demand or tutor illness.

Clients will be offered alternative dates or a full refund.

## Toojays Training & HR Consultancy Ltd

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