

SOFT SKILLS COURSES

COURSE CODE : S: 4532

Course Duration: 3 Days

Course Title: The Power of Vision

Who should attend?

- Industries/organization managers,
- Career professionals
- Stakeholders in an organization/industry

Course introduction :

This training program is aimed at providing participants with the skills and knowledge necessary to maximize leadership effectiveness, participants learn the skill that helps them set the vision strategies and measures for their facility, program, project and enables them to articulate a clear strategic plan.

Vision can and should be applied in all segments of one's life personal, professional or business since this training program centres around the career development of your employees vision training here would be dealt with mostly on a professional and business basis.

Participants would learn value and vision in the face of adversity, reviving the future for a financial destiny, turn around your department, aspire to change, defy the odds and astonish the critics, inspire possibility, and leave a legacy.

Training/instructional Approach

- Instructional approaches used are self-assessment,
- individual and group work sessions,
- videos/images, experiential learning,
- A case study.
- Participants and their co-worker are meant to complete a computer based feedback assessment instrument prior to attending this training program

Course Objective

- Identify individual strength and areas of improvement relative to management/leadership skills
- Identify ways that desirable and well projected actions can positively impact job performance

- Develop a vision of a more desirable future (one/three years) for his or her area of responsibility.
- Communicate strategic plans that enroll stakeholders in working towards a shared vision.
- Develop strategies and implementation plan that will enhance the organizations progress towards the shared vision.
- Develop measures that can be used to assess the status of plan implementation
- Create an environment where diversity, teamwork collaboration and a shared vision promotes commitment to an organizational strategic plan.

Course Outline Summary

- **Part I:**
- **What Is Vision?**
The key elements of a vision
- **Part II: Applying the Twelve Principles for Fulfilling Vision**
Introduction to Part II
- **Part III: The Power of Vision**

Centre of Focus

- Starting with the end in mind
 - Creating momentum and flexibility in your team
 - Keeping the future in focus
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Course code : s4344

Course Duration : 3-5 days

Course Title : Innovations at the “Verge”

Course Introduction

We have always believed the future is something you create, not something that happens to you. In this bold training program, we teach how to create your own future in line with the objectives of your organization/industry by finding your next innovation. Through fundamental visual images and examples, you will learn how to combine your ideas with the ideas of others as you meet at "The Verge". The Verge is where two different *or divergent ideas* meet.

Course Objective

- Show how partnerships help organizations uncover opportunities for growth and development
- Generates new wealth from the creation of new product/services offerings and/or gains in efficiency
- Reduces financial risk of innovation through high leverage/low cost combinations of working ideas
- You find Verges between different industries, disciplines, professions and systems. When done right, innovating at the verge creates whole new categories of products and services, opportunities for improvement and competitive advantages.

Course Content summary:

Innovation at the Verge would be dynamic and productive. **Here is a summarized scope of the areas that the training covers:**

Module one:

Creativity: we teach people to create something new. Using this training program to encourage creativity and push people out of their day-to-day thinking and also teach the importance of creating altogether new uses of what they are already doing.

Topics Covered by the Innovation & Creativity Workshop

Thinking and the Brain:

- Examples of creative thinking. What is it?
- The difference between logical thinking and creative thinking.

- A peak at the brain; the way we think
- Habitual vs. Creative thinking - Thinking in Patterns.

The Case for Innovation:

Blocks to Our Creativity: 1. Perceptual blocks / 2. Cultural blocks / 3. Emotional blocks

- **Creative Problem Solving:**
- **Creative Products and Services:**
- **Creating the Innovative Work Environment:**

Module Two:

- Risk Taking: Understanding Risk
- The Five Elements of Risk Taking
- Identifying All Credible Risks
- Assessment of All Identified Risks
- Action Planning For Risk Management
- Risk Monitoring & Control

Module Three:

- Leadership:
- Leadership Models.
- Managerial Grid
- Four types of leaders:
- Leading & Leadership
- The Six Steps of Goal Setting
 - Step 1 - Vision*
 - Step 2 - Goals*
 - Step 3 - Objectives*
 - Step 4 - Tasks*
 - Step 5 - Timelines*
 - Step 6 - Followup*

Inspiring Your Employees

Training and Coaching

- 1) Coaching to lead others and*
- 2) Being coached to achieve self-improvement.*

Leadership: Strategy & Tactics

Visioning

Visioning strategy is best performed using a four-prong approach:

- Internal Audit – Where are you now (snapshot)?
- Reading and Research – where can you grow?
- Organization Vision – where is the organization going?
- Vision – where do you want to grow?

Tactical

Strategies (visioning) are forward-looking. Tactical is more or less present or now-orientated.

Module Four:

- Communication:

- The Communication Process of sharing divergent innovative and creative ideas
Three Aspects of basic communication mediums
- The Six features of communicating ideas
- The Two Barriers to constructive communication
- How to overcome the barriers to communicating creative ideas?
- The art of Actual Communication

Module Five:

Innovation: Teach people how to find the future. We are facing unprecedented demands for new ideas that precede growth and development in every sector of the economy. This training program teaches people how to go exploring in places they usually ignore.

Creativity is the ability to bring into existence something new to the individual and to the culture, while a new solution is the **innovation**. Creativity and innovation are closely linked together. Creativity is the process, while innovation is the product.

Basic Drivers of Innovation

- **Stay Out of the Way: Get Results:** Results are the drivers of business, and in turn, innovation drives results.
- **Recognize Patterns:** New ideas (creativity) are normally the result of connecting one or more ideas together (seeing a pattern).
- **Forget Technology:** While technology is indeed important, at times what we really need to do is find new ways to use our existing technology rather than invent new technology.

Critical + Creative Thinking = Innovation

The delivery of this course is unique and dynamic and is based on Joel Bakers innovative ideology, all topics listed above will be treated in detail for effective understanding and a beneficial output towards the organizations need.

Course Code: 3467

Course Duration : 3-5days

Course Title: *Performance Management*

Course Introduction

This practical course will provide participants with the essential skill and knowledge to manage and motivate other people/co-workers to achieve their best performance. You will explore the link between high performing individuals within an organization, teams and their role/duty. You will develop your feedback skills, handling difficult or demotivated people and learn to celebrate success.

Who will attend?

Suitable for line managers who have performance coach responsibilities (evaluating and managing others' work) and need to help people achieve their potential.

Course Objective :

- Understand the link between effective performance management and business results.
- Monitor and measure performance against agreed goals.
- Run regular appraisal meetings to encourage staff to reach agreed goals and pick up any development opportunities.
- Confidently deal with difficult performance issues positively for all involved.
- Recognize when to give formal and informal motivational feedback.

Course Outline

The Value of Performance Management

- Defining performance management - what it is and why it matters
- The benefits of effective performance management
- Looking at common reasons for underperforming
- Exploring your role as a performance manager and coach - how to get the best from others
- Setting clear expectations, SMART and behavioural objectives
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Managing and Motivating for Individual Performance

- The link between motivation and performance including practical approaches for managing differing performance levels
- Identifying your personal leadership and coaching style
- Changing your personal leadership style to get the most from the individual performer

- Improving and Developing Performance
- What to do when the performance plan doesn't work
- Creating and implementing opportunities for learning based on personal styles
- Praising and celebrating good performance
- The performance coach – spotting opportunities and keeping it informal and positive. Celebrating success
- Monitoring and evaluating performance (gathering performance data and evidence)
- Providing clear and motivational feedback on a regular basis to improve individuals' daily performance
- Encouraging self-appraisal and review
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Managing Under-performers

- Identifying what constitutes poor performance
- Handling difficult people in a fair and confident manner – encouraging them to find solutions and take ownership

Personal Development

- Formulating an action plan

Course code S4407:

Course Duration: 3-5 days

Course Title : Competencies in Service Strategy

Course Introduction :

A service centred thought process that enables everyone participating in it to contribute to development of strategies regarding:

Course Objective

- **Understanding service Equity**
- **service** value proposition
- **service** bonding
- **service** mind-share
- What is changing in the organization?
- Where opportunities and options exist for the competence enhancement.
- Agreement on service targets and specific actions.

Course Outline:

Module ONE

- The **service** Perspective in the Balanced Scorecard
- The preliminary questions:
 - Who are the clients?
 - Who's bothered about service penalties?
- Personal Attitudes and Service Experience
- Understanding the Eight client personality drives
- Giving Random Experience
- Giving Predictable Experience

Module TWO

- Agreement on critical behaviours and service issues.
- Clarification of how sure employees are of what is expected of them.
- Clarification of the benefits accruing to all when the service behaviours is right.
- Clarification of the consequences to all of discrepancies in service behaviour.
- Verification of what obstacles there can be to quality service performance.
- Finding out if by structure undesired service behaviours turn out to be rewarding directly or inadvertently.
- Checking for skill deficiencies in service delivery.
- Checking to see if particular service processes need to or can be redesigned.
- Checking on possible conflicting demands.
- Looking out to see that some company/organisation policies don't turn out actually to be restrictive in service delivery.

Module THREE

- Long term relationship management.
- Communication skills for service
- Service recovery skills
- How service complaints arise
- Auditing service quality
- "incident review" as a learning experience

Course Code : 4458

Course duration : 3-5days

Course Title : Building Employee Morale/ Effective Performance Appraisal

Course Introduction

Effective performance appraisals add value to your organization. They motivate your top employees to do even better. And they tell underperformers exactly what is expected and how to improve.

Unfortunately, performance appraisals are often regarded as mere formalities. Performance reviews are sometimes administered late--or skipped altogether. Clear guidance falls by the wayside, and half-hearted work goes unchallenged.

Course objective

- Taking steps to formalize a review process for the first time.
- Attempting to energize an existing system.
- Prepare for challenging review meetings apply skills that defuse tension and achieve the desired results.

Course Outline

- Critical elements to cover in your performance evaluation process.
- The advantages of sticking to a regular schedule.
- The importance of fairness and consistency.
- The nuts and bolts of formats and record-keeping.
- Methods of motivating the top stakeholders.
- How to deal with underperformers.
- Skills for the face-to-face review meeting.

- The value of employee feedback.
- Settling unimpressed employees who are receiving JUST a Meet Job Standards rating on evaluations.
- Employees meeting the job standards paradox.
- Deliberating on an impressive accomplishment, and job standards re-evaluation.

Delegating and Empowering

Course Code: 959

Course Introduction

In this course you will discover how much you can delegate and to whom. Establish a contract with your employees that they will follow. And know what to do and how to maintain trust when a delegated assignment goes wrong.

Course Objective

- Define what tasks can be delegated and who to delegate to
- Prepare delegation briefs based on your staff's motivations
- Adapt to your staff's skills and independence
- Monitor your delegated assignments and give feedback to develop your staff's skills and independence
- Bring a delegated assignment that goes wrong back in line, while maintaining trust and positive relationships

Course Outline :

Defining the scope of the delegation

- Understanding what delegation is and what its key challenges are
- Deciding what should and should not be delegated
- Defining which employees to delegate to according to their skills and independence

Conducting a delegation meeting

- Starting with the motivation of the person you are delegating to
- Preparing the brief
- Being clear about your expectations
- Taking into account the employee's self-sufficiency
- Planning and communicating how and when they will report back

Monitoring the delegation

- Managing the monitoring points
- Acknowledging the progress made
- Bringing a delegated assignment that goes wrong back in line whether the problem involves poor performance, not following guidelines, etc.

Making delegation part of your management style

- Becoming familiar with the various management styles
- Adapting your management style to people or events encountered
- Empowering your employees through delegation

Course Code :S 3906

Course Duration: 3-5days

Managing and Motivating Career Professionals

Course Introduction

For anyone with staff responsibilities within a legal environment (or for those about to undertake them. this course provides an overview of the key issues to be understood to manage people well, in a rapidly changing environment.

For every legal firm/organization, people are the most important and most costly investment made. It is therefore vitally important that all 'people managers' understand a range of tactics and methods to ensure that the firm/organisation not only maximises its return in service delivery, but also creates a culture within which staff are happy and want to play their part in achieving the firm/organization's goals.

Course outline

This practical and interactive seminar takes the fear out of managing people and explores the following key areas:

- What is different about law in public service?
- Common goals, values and standards
- Motivating people
- Leadership and teams
- Effective delegation
- Coaching and development

- Performance management and ‘difficult’ people
- Managing change

Course Code S 3465

Course Duration: 3-5days

Course Title: Critical Thinking and Creative Problem Solving

Course Introduction

Successful organizations recognize that critical thinking and creative solutions to problems significantly enhance business potential. Today's decision makers must use a variety of thinking styles, methodologies and creative processes. In this course, you develop your skills as a critical thinker and problem solver

Course Objective:

- Make better decisions through critical thinking and creative problem solving
- Adapt to different thinking styles in group and team environments
- Recognize and remove barriers to individual and group creativity to foster an innovative work environment
- Systematically analyze a target problem

Practical Sessions

- Profiling your personal thinking style and the styles of others
- Identifying personal and team roadblocks to success
- Analyzing left- and right-brain characteristics
- Leading through speaking in another style
- Applying logical methodologies to transform a range of creative options into supportable decisions
- Preparing a framework to present your decision
- Developing your personal decision-making toolkit

Course Outline

Introduction

- Leveraging Personal Thinking Styles
- The Herrmann Brain Dominance Instrument (HBDI)
- Analyzing personal preferences
- Managing thinking preferences
- Unleashing Your Creativity
- The creative environment
- Group creative thinking
- The iterative mind
- Recording the creative process
- Solving Problems Using Analysis and Prioritization
- Systematic approaches to problem solving
- Analyzing the creative process
- Avoiding analysis paralysis
- Applying analysis models
- Translating Creativity and Analysis into Practical Application
- Organizational politics
- The influence of decision-making styles
- Deploying your decision
- Putting It All Together
- Integrating your solution into the business
- Continuing your development
- Your Personal Decision-Making Toolkit

Course Title: High Impact Leadership: Expanding Your Influence to Achieve Results

Course Code: 926

Course Duration: 3 Days

Course Introduction

In this course we examine how to Lead, manage and engage teams for positive strategic outcomes, Successfully navigate organizational politics to achieve business results, Implement strategy to strengthen your team's competitive advantage and ensure that the employees possess effective decision making skills and have the right sense of judgment in challenging situations.

Course Objectives

- ✓ Extend business alliances and proactively facilitate change across your organization
- ✓ Focus on individual and team strengths to enhance talent capability and performance
- ✓ Influencing others by leveraging your leadership strengths
- ✓ Assessing your ability to thrive in a political environment
- ✓ Turning your department's strengths into a competitive advantage
- ✓ Measuring and monitoring performance results in a fast, efficient way
- ✓ Profiling your decision-making style and recognizing how others make decisions
- ✓ Building alliances and social networks through effective influencing tactics
- ✓ Applying a strategic change model

- ✓ Promoting individual and team strengths

Who Should Attend?

Executives, Managers and team leaders who wish to enhance their leadership abilities to drive team results while enhancing team performance and productivity.

Course outline:

- Defining your role
- Organizational culture
- Politics: thriving in a political landscape
- Linking Strategy to Action
- Implementing a strategic direction
- Translating strategy into measurable outcomes
- Making Tough Decisions
- What makes a decision challenging /Decision-making styles
- Applying a decision-making model
- Expanding Your Influence across Your Organization
- Eliminating "silo" thinking
- The power of networking
- Fostering Change from your perspective
- The challenge of change
- Making change happen
- Engaging and Mobilizing Others
- Leveraging team performance for strategic results
- Harnessing individual strengths
- Orchestrating cross-generational understanding

Course Title: *Improve Your Analytical Skills: Making Information/Data Work For You*

Course Duration: 5 days

Course introduction:

Assess and synthesize information so it's meaningful to you and your business/organization.

Every day there is new information creating new demands. You're asked to summarize a lengthy report. Your boss distributes a pet project and asks you to come up with a list of recommendations. Important information about a competitor's product has just arrived and you're undecided about how to present the data. This training will give you basic analytical tools to assimilate, assess, organize and analyze new knowledge, so you can use the information to the best advantage of your organization—and your career. You will also experience the qualitative application of these tools through a detailed and interactive case study that explores a common business scenario.

- CFOs and reporting accountants responsible for reporting performance measurement on a regular basis
- CEOs and general managers who are dissatisfied with performance measurement in their organisation and wish to scope out a complete revisit of performance measurement
- Heads of department
- Managers who have been assigned the task of improving performance measurement in their organisation
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Course outline summary:

- A ground-breaking approach which will help you choose the right KPIs
- An appreciation that not all KPI performance measures are 'key' to your business
- An insight into the importance of identifying your organisation's critical success factors
- A road map to developing and reporting KPIs
- An understanding of why performance measures often fail to deliver
- In-depth white paper with templates and over 300 performance measures

Course Code: S4553

Course Duration:3-5days

Course Title: Managing Public Security And The Rule Of Law*

Course Introduction

The justice sector provides the backbone for internal security processes and procedures and encompasses a number of separate state institutions to provide security for the people. This course will examine the way in which justice sectors are formed and managed to deliver security for the people.

Course Objective

The course Covers :

- The core roles and responsibilities of individual institutions,
- The different national approaches to the delivery of security and justice.
- The distinctions between different legal systems and accountability, transparency
- The oversight of the justice sector.

Course Summary

- Assess international law and institutions.
- Transitional justice mechanisms and restorative justice.
- The approaches to delivery of non-state justice.
- Examine various case studies of post conflict justice reform in transitional countries.

Course Title: Succession Planning and Mentoring Management

Course code: S 5011

Duration: 3-5Days

Course Introduction:

Organizations today recognize that people can drive a business forward or backward training plays an important role in remaining competitive in a global economy

Succession management is any effort designed to ensure the continued effective performance of any organization, division, department or work group of making provision for the development, replacement and strategic application of key people over time

As input to the secession management system an organization usually identifies its existing competence related to the leadership needs, mentoring provides a structured system for strengthening and assuring continuity of organizational culture, this can be crucial at times of leadership secession as leadership changes often requires redefinition and modification of culture

Succession planning and mentoring are worthwhile processes that can develop the longevity and relevance of business organizations this workshop is therefore designed to equip participants with succession planning and mentoring management skills

Course Objectives

- At the end of the workshop the participants will
- Explain the concept of secession, learning and mentoring
- Highlight the succession and mentoring planning process
- Discuss the principle and elements of mentoring
- Outline the benefits of mentoring and succession planning
- Discuss the challenges of mentoring and succession planning and proffer solutions to them
- Measure and evaluate the effectiveness of a mentoring and effectiveness of a mentoring and succession planning programme

Course outline

- Concept of secession planning and mentoring
- Mentoring and succession planning process
- Principles and element of succession planning
- Principles and elements of mentoring
- Benefits of mentoring and succession planning
- Challenges of mentoring and succession planning
- Best practises of mentoring and succession planning
- Evaluation of mentoring and secession planning programme
- Community and interpersonal relationship
- The ability of corporate entities to harmoniously achieve their objectives and goals in a volatile
- management workshop for administrative personnel

Practical Session

- Apply modern management techniques
- Identify key result areas in their jobs
- Set targets an performance standards for themselves and subordinates
- Evaluate employee performance objectively

- And build effective work teams

Course Content

- Management processes
- The personnel functions
- Planning and organizing work
- Delegation and authority
- Budgetary and budgetary control
- Effective team building
- Leadership and motivation
- Disciplinary procedures
- Computer application
- Performance appraisal
- Industrial relations

MURG'S MARION CONSULTS

Course Code: S4435

Course Duration : 3-5days

COURSE TITLE: Leadership Skills Development

Course introduction:

Good leaders have always been expected to be able to solve new problems, capitalize on new opportunities and navigate through the ever-changing landscape of business. Leadership is a complex process by which the leader influences others to perform and achieve. The leadership attributes – belief, values, ethics, character, knowledge, and skills – are all traits, which can be learned. This course provides the basis for understanding what leadership is and what leaders do to be successful.

Course Objective:

At the end of this workshop, the participants will be able to:

- Define what leadership is and how it is applied at all levels of organizational management
- Understand the basics of leadership and motivation
- Determine what is necessary to lead teams and organizations, and how to integrate this with business management
- Develop skills in communicating, influencing and negotiating with peers, subordinates and senior managers
- Become adept at assessing leadership traits and qualities in ourselves and others
- Learn how to develop leadership in ourselves and others
- Appreciate the importance of organization culture and the leader's role in establishing it
- Understand key success factors (KSFs) for successful rollout of Management of
- Change in dynamic organizations

Who Should Attend

This course is suitable for Team Leaders, Project Managers, Middle Managers, Supervisors, Executives and Team Members and anyone else who is or will be responsible for managing teams or individuals.

Method of Delivery

This is a highly interactive course based on the application of theoretical concepts of leadership to practical situations that faced by newly appointed managers. Participants will work in small groups throughout the course to apply the learning to real issues and leadership challenges.

Practical exercises and case studies will be used extensively during the course.

Leadership Skills Development - Course Outline

Introduction & Objectives

Leadership – Role, Skills and Styles

- Definition and the Leadership Grid
- Collaborative leadership
- Transitional leadership
- Visionary leadership
- Situational leadership

Leadership and Communication

- Basics of effective Communication
- Barriers to communications
- Verbal & non-verbal communication
- The art of listening
- Conducting effective meetings

Leadership and Problem-Solving

- Problem solving steps
- Identifying the problem
- Techniques for developing alternatives
- Getting consensus
- The leader as a problem solver

Leadership and Management

- Authority Vs. Responsibility
- Delegation and Acceptance
- Roles and relationships
- The manager as a leader
- Being a leader: Bridging the gap

Leadership and Coaching

- The coaching cycle
- Pre-requisites for coaching & mentoring
- Coaching for performance
- The Leader's role in coaching
- Managing people issues

Leadership and Team Building

- Team building process
- Essential building blocks for teams
- The POPCI fundamentals for effective teams
 - Purpose, Organization, Process, Culture & Influence
- Dealing with internal and external politics
- The Team Leader as a facilitator, mediator & negotiator

Leadership and Motivation

- Principles of motivation
- Motivation theories and their application
- Motivation through goal setting
- Guidelines for setting SMART goals
- Self actualization in the team

Leadership and Management of Change

- The need for change
- Psychology of resistance to change
- Implementing the change model
- Developing the change management plan
- Communicating for change

Leadership and Decision-making

- Common Pitfalls in Decision-making
- Thinking and Decision-making processes
- Decision-making matrix - Focus & Impact
- The 3D Model - Debate, Discussion & Dialogue

Leadership and Ethics

- Character and integrity
- Ethics and Values
- Building excellence
- Emotional intelligence
- Influencing team/organizational culture

Leadership for the Team Leader

- Leadership life cycle
- Continuum of Leadership
- Leadership for virtual teams
- Developing high performance teams
- Checklist - Team Maturity & Leader behaviours

MURG'S MARION CONSULTS

Part B : Developing Your Leadership Voice(IN-HOUSE COURSE)

Achieving Presence and Impact

Course 3403

Course duration • 3 Days

Course Introduction:

Effective leaders communicate with an authenticity that conveys a consistent view of who they are, what they stand for and what they want. With this approach, leaders build credibility and trust that encourages others to follow their lead. In this course, you develop your authentic leadership voice and the confidence to lead in daily situations and during difficult conversations. You learn techniques for engaging, inspiring and motivating others; handling challenging conversations; and achieving greater individual and organizational success.

Course objective:

- Communicate with authenticity to strengthen your leadership effectiveness
- Implement a strategic approach to leadership communication that ensures intended results
- Engage, motivate and inspire others through carefully crafted messages
- Refine your communications with a variety of interpersonal techniques
- Manage challenging situations with confidence
- Apply your leadership voice consistently in everyday situations

Who Should Attend

Those wishing to improve their presence and impact as a leader

Practical Sessions:

Activities throughout this course are based on your own workplace situations. These exercises strengthen your leadership voice and improve your communications:

- Benchmarking your leadership communication competencies
- Discovering your personal drivers
- Developing an outcome-driven communication plan
- Practicing vocal techniques and nonverbal behaviors
- Crafting compelling messages and incorporating storytelling into leadership
- Listening with a purpose

- Mapping your personal stakeholders
- Identifying leadership communication best practices
- Employing solution-focused questions to advance challenging conversations
- Building your personal action plan

Course Content

Finding Your Leadership Voice

Communicating purposefully

- Communicating to achieve effective leadership
- Key competencies for leadership communication
- Outlining a leadership communication model
- Recognizing common mistakes

Discovering your personal identity as a leader

- Identifying your values
- Uncovering your personal motivators
- Establishing your leadership ethos
- Leading from anywhere

Establishing authenticity

- Integrating who you are with what you do
- Ensuring clarity, consistency and integrity
- Building your leadership voice
- Preserving authenticity when adapting your style

Developing Your Strategic Approach

Making power, politics and networking work for you

- Working ethically
- Building your power base
- Proactively creating a powerful network

Managing the impressions you make on others

- Recognizing personal habits and patterns of behavior
- Fostering positive impressions by choosing appropriate behaviors

Planning outcome-focused communications

- Identifying the needs of various stakeholders
- Establishing your communication objectives
- Translating objectives into measurable communication outcomes
- Selecting the appropriate timing and methods to deliver your message

Cultivating a Leadership Voice That Inspires Action

Crafting compelling messages

- Structuring information in your messages
- Packaging messages to achieve desired outcomes
- Fostering the engagement of others
- Encouraging others to take action

Engaging and motivating your audience

- Storytelling as a leadership communication tool
- Linking your message to core motivations
- Working appropriately with reasoning and logic
- Drawing successfully on emotional appeal
- Communicating with emotional intelligence

Refining Your Personal Communication Skills

Employing nonverbal skills for greater impact

- Assessing your leadership communication style

- Flexing your style to maximize success
- Reinforcing your message with appropriate gestures
- How nonverbal activity interacts with spoken words
- Utilizing active listening to deepen understanding and foster collaboration

Enhancing your vocal skills

- Finding the right words and saying them the right way
- Strengthening messages with vocal techniques
- Combining tactics to maximize presence and impact

Putting Your Leadership Voice to Work

Self-managing strategies

- Overcoming the impact of your negative self-talk
- Anticipating reactions and obstacles
- Harnessing emotions for positive outcomes
- Responding rather than reacting
- Focusing on process

Addressing challenging conversations

- Employing a defined process to stay on track
- Reframing to challenge assumptions
- Working through conflict
- Moving toward a solution by asking questions
- Dealing with difficult questions or issues

Increasing your repertoire of leadership communication tools

- Applying solution-focused questions
- Dealing with proxemics and cultural differences

Setting the Stage for Successful Outcomes

- Clarifying your short- and long-term priorities
- Applying lessons learned to personal work scenarios

*Course Title: Emotional Intelligence:
Achieving Leadership Success*

Course Code: 3667
Course 311 • 3 Days

Course Introduction:

In today's competitive business climate, organizations need leaders with more than technical and intellectual competence to maintain a competitive advantage. Successful leaders combine strong interpersonal skills with technical knowledge to improve their potential and performance. The core competencies of EI provide the foundation to further develop your intra/interpersonal skills. In this course, you learn to apply EI to motivate and engage your teams, foster cooperative working relationships, and improve your overall effectiveness

Course Objective:

- Leverage Emotional Intelligence (EI) to improve your effectiveness as a leader
- Identify the core competencies of Emotional Intelligence
- Gain an honest and accurate awareness of your EI strengths and weaknesses

- Achieve greater personal effectiveness through self-management tools and techniques
- Harness the social and emotional potential of your team to improve performance
- Integrate and apply EI to develop and transform your personal and professional potential

Who Should Attend

Managers, leaders or anyone wishing to broaden and improve their self-management and interpersonal skills in order to become more effective in the workplace.

Practical Sessions

Extensive activities throughout the course provide practical experience in leading with Emotional Intelligence. Activities include:

- Identifying the four EI competencies that deliver leadership success
- Measuring your Emotional Intelligence through a reliable assessment tool
- Mapping your strengths and weaknesses through self-reflection
- Uncovering negative self-talk patterns
- Reframing thoughts and perspectives to achieve a positive outcome
- Monitoring the emotional responses of others
- Creating an individual EI action plan
- Optimizing your EI skills in a real-world scenario

Course Outline

Fundamentals of Emotional Intelligence

Establishing a common definition of EI

- Identifying multiple intelligences
- Removing common misconceptions about EI

The benefits of EI in the workplace

- Assessing your individual EI baseline
- Setting the context for authentic leadership

Assessing Your Emotional Intelligence

The value of the EI Competency Model

- Evaluating a proven 2x2 model
- Analyzing the core competencies: self-awareness, self-management, social awareness and relationship management

Measuring and interpreting your EI

- Outlining your personal profile
- Determining your strengths and areas for development

Increasing Self-Awareness

Recognizing and affirming your emotions

- The value of being honest and open with yourself

- Establishing healthy boundaries with others
- Emphasizing the importance of personal congruency

Developing personal authenticity

- Demonstrating authentic leadership through your actions
- Balancing personal effectiveness through greater control and flexibility of your emotional responses

Mastering Self-Management Techniques

Applying EI best practices

- Recognizing your own response patterns and triggers
- Reframing self-talk for better results
- Employing self-control in stressful situations

Gaining greater control of your actions

- Acquiring awareness of your personal filters
- Increasing your range of behaviors for personal effectiveness
- Pinpointing and breaking default behavior patterns

Building Social Awareness and Interpersonal Effectiveness

Reading the emotional landscape

- Recognizing and valuing the emotions of others
- Evaluating the impact of emotions on performance
- Interpreting nonverbal communication

Creating a positive EI environment

- Practicing self-disclosure to improve relationships
- Applying the Johari Window framework
- Leveraging active listening techniques

Facilitating effective communication

- Mitigating the risk of unmanaged emotions
- Creating a positive emotional landscape
- Actively engaging the emotions of others

Enhancing Team Performance through Relationship Management Tools

Improving team dynamics

- Analyzing the patterns of interpersonal behaviors
- Influencing the dynamics of the team to improve performance

Balancing individual team member roles

- Dealing with negative emotions and difficult behavior
- Enhancing trust and accountability through the application of EI
- Motivating others through authentic leadership
- Facilitating work relationships in a team environment
- Fostering higher levels of employee engagement and morale

Becoming an Emotionally Intelligent Leader

Bridging the gap between management and leadership

- Debunking the myths of management
- Recognizing the contribution of emotionally intelligent leadership
- Adapting your leadership style to fit the environment

Demonstrating emotionally intelligent leadership

- Applying EI competencies to leadership
- Delivering difficult messages

Integrating EI into your professional life

- Transferring competencies into real-world situations
- Creating the climate for performance excellence
- Coaching others

Embedding the EI framework

- Leveraging your self-assessment
- Linking your assessment results to your goals

Developing a personal action plan

Course Code: S:5443
Course Duration: 3-5days

Course Title : Leadership Skills for Successful Middle Managers

Leveraging Your Networks and Political Savvy for Strategic Results

Course Introduction:

In today's world of continuous externally and internally driven change, organizations rely on leaders to execute strong visioning, influencing and employee-engagement skills to keep their teams productive and results-focused. In this course, you gain practical knowledge, skills and political savvy to become more effective at implementing strategy, making effective decisions,

building networks and alliances, and leading teams through various types of change.

Course Objective

- Lead, manage and engage teams for positive strategic outcomes
- Successfully navigate organizational politics to achieve business results
- Implement strategy to strengthen your team's competitive advantage
- Enable effective decision making and judgment in challenging situations
- Extend business alliances and proactively facilitate change across your organization
- Focus on individual and team strengths to enhance talent capability and performance

Who Should Attend

Experienced or middle managers and team leaders who wish to enhance their leadership abilities to drive team results while enhancing team performance and productivity.

Practical Session

In an immersive environment, you participate in a thought-provoking case study, as well as individual and group activities, to apply leadership tools, techniques and strategies. Activities include:

- Influencing others by leveraging your leadership strengths
- Assessing your ability to thrive in a political environment
- Turning your department's strengths into a competitive advantage
- Measuring and monitoring performance results in a fast, efficient way
- Profiling your decision-making style and recognizing how others make decisions
- Building alliances and social networks through effective influencing tactics
- Applying a strategic change model
- Promoting individual and team strengths
- Overcoming resistance to change on a personal and team level
- Storytelling to appreciate generational differences
- Customizing your own leadership personal action plan for individual growth and development

Course Code

The Role at the Middle

- The voice of experience
- Gaining leadership wisdom
- Assessing your ability to influence others and achieve results

Politics with Integrity

Organizational culture

- Demystifying your organization's culture

- Appreciating political dynamics to increase organizational awareness
- Politics and emotional intelligence
- Recognizing the politics in internal processes and relationships
- Valuing different perspectives

Politics: thriving in a political landscape

- Politics, ethics and integrity
- Power and relationships: developing your power base
- Inspiring others in your network to take action
- Promoting a culture of trust and credibility

Linking Strategy to Action

Implementing a strategic direction

- Balancing strategic planning with implementation
- Middle leaders as strategy ambassadors and activists
- Identifying your department's competitive advantage through its strengths and weaknesses
- Collecting data for your strategy

Translating strategy into measurable outcomes

- Ensuring your team stays focused and engaged on the appropriate strategic results
- Building and sustaining momentum using metrics
- Communicating results up and down the hierarchy

Making Tough Decisions

What makes a decision challenging

- Decision making as an emotional process
- Dealing with cognitive and personal biases
- Exercising good judgment when making ethical decisions
- Leading your team to exercise judgment when making decisions

Decision-making styles

- Identifying your own style
- Flexing your style to gain buy-in and support

Applying a decision-making model

- Employing a step-by-step process
- Generating and prioritizing options
- Minimizing the potential for conflict
- Making appropriate trade-offs

Expanding Your Influence across Your Organization

Eliminating "silo" thinking

- Defining your circle of influence
- Gaining commitment, not compliance

The power of networking

- Broadening your network through personal and professional connections
- Identifying pivotal links and key stakeholders
- Creating alliances to effect positive action
- Applying influencing strategies to specific personal examples

Fostering Change from the Middle

The challenge of change

- Why change is difficult
- Inspiring action from your team
- Involving your team to create buy-in

Making change happen

- Implementing a strategic change model
- Identifying types of change resisters
- Determining the impact of resisters and taking action
- Transforming resistance into cooperative productivity

Engaging and Mobilizing Others

Leveraging team performance for strategic results

- Supporting improved individual and team performance
- Eliminating performance barriers
- Fostering ownership, accountability and teamwork
- Effectively integrating new team members

Harnessing individual strengths

- Motivating others through a shared vision
- Aligning individual values and purposes with organizational goals
- Promoting individual talents and skills

Orchestrating cross-generational understanding

- Respecting different values and approaches
- Deciphering and interpreting style differences

Storytelling as a critical leadership communication tool

MURG'S MARION CONSULTS

**Course Title: Leadership Skills:
Building Success through Teamwork**

Course Code 2222 •

Course Duration: 3-5 Days

Course Introduction:

Leaders who inspire teams to work together can deliver results and services faster, better and more cost effectively. In this course, you gain the skills to structure, measure and tune performance in a service team environment. Through practical workshops, you learn how to become a leader who equips his or her team with the skills and capabilities to optimize productivity and performance and deliver high-quality results.

Course Objective:

- Develop your teams to maximize their strengths and enhance productivity
- Optimize organization and work design for success in service delivery teams
- Motivate your team with effective performance measurement
- Integrate your leadership responsibilities, competencies and behaviors into your management role
- Leverage the complementary skills and styles of your team
- Eliminate barriers and chokepoints that block teamwork

Who Should Attend

Managers and anyone aspiring to a leadership position.

Practical Session

Workshops provide you with practical experience developing your leadership skills and include:

- Modeling key behaviors of effective leadership
- Optimizing team processes
- Identifying dimensions of difference
- Managing measures to affect performance
- Applying leadership practices and commitments for maximum payoff
- Motivating people to stay
- Employing the power of feedback
- Profiling your Emotional Intelligence (EI) strengths
- Applying conflict-handling styles to minimize disruption
- Creating your service leadership action plan

Course Outline:

Introduction

- Focusing on people: the key to successful leadership
- Debunking the charisma requirement
- Defining leadership and leadership effectiveness
- Linking the responsibilities, competencies and behaviors of successful leaders

Structuring Effective Work Design

Identifying the components of effective teamwork

- The power of team-owned ground rules

- Optimizing team structure

Designing effective work assignments

- Matching task-to-team organization
- Selecting the best team design

Shaping the Leadership Thought Process

Managing beyond your team boundaries

- Protecting the team from outside pressure and disturbance
- Influencing key players to secure resources

Questioning leadership conventions

- Countering the myth of "Big L" leadership
- Applying quiet leadership skills

Harnessing the Power of Motivation and Performance Measurement

Building team-led effectiveness

- Analyzing the subtle forces of measurement
- Measuring what matters
- Building a positive psychological contract
- Tuning measures to optimize results

Overcoming roadblocks to productivity

- Motivating others by winning their cooperation
- Ranking team member motivators

Forging Your Role as a Leader

Integrating management and leadership

- Distinguishing the five components of effective leadership
- Applying leadership in service delivery teams

Refining a powerful leadership approach

- Encouraging feedback for enhanced performance
- Building performance through emotionally intelligent leadership

Adopting a servant-leadership role

- Making the team your primary customer
- Enhancing individual and team capabilities
- Enabling the team as a key leadership activity

Adapting Your Leadership Role to Accommodate Difference

Expanding your leadership perspective and capabilities

- Adopting attitudes and expectations to enhance performance
- Taking on the challenge of leadership excellence

Converting difference into team effectiveness

- Appreciating the uniqueness of each team member
- Capitalizing on the differences and diversity of your team

Pinpointing chokepoints in team dynamics

- Modeling your team as a system
- Optimizing system effectiveness

Designing an Effective Team Communication Strategy

The elements of successful communication

- The causal link between climate, mood and productivity
- Recognizing mutual communication styles
- The dominance of emotion in communication and thought

Applying a diverse communication approach

- Matching channels for communication clarity
- Identifying situations that impact team performance
- Applying a dispassionate approach to conflict resolution

- Managing for agreement and handling conflict

Planning Your Transition to Successful Leadership

- Building your vision for your high-performing team
- Matching your leadership strategies to your team realities
- Managing reentry into the workplace
- Setting performance milestones to evaluate your success

MURG'S MARION CONSULTS

COURSE Title : Management Skills for an IT Environment

Course 906 •

Course Duration: 4-5 Days

Course Introduction:

Your success as a manager in the IT environment depends on applying people-oriented skills to lead and motivate technical experts. Throughout this course, you practice the key skills and behaviors to get the best from technical people. You learn to lead with vision, motivate and empower with passion, facilitate effective communication and delegate with clarity to individuals and teams

Course Objective:

- Apply a proven management model for leading technical staff to excellence
- Identify key success criteria for leadership in an IT environment
- Leverage emotion to optimize communication and performance
- Motivate and empower technical professionals to achieve results
- Delegate proactively to focus the strengths of IT teams and build accountability
- Reinforce performance with a shared vision and effective coaching

Who Should Attend

IT managers wishing to expand and improve their skills and those new to managing technical experts. This course is aimed at those managing technical professionals in an IT environment.

Practical Session

In an immersive environment, you participate in an IT-focused, multimedia case study, as well as individual and group activities to apply management tools, techniques and strategies. Activities include:

- Identifying and personalizing your management approach
- Mapping team and stakeholder interdependencies and potential conflicts
- Developing motivational strategies for technical and nontechnical individuals
- Delegation role-playing within a simulated IT case study application
- Designing a team-building event
- Observing and enhancing your emotional intelligence
- Managing performance to promote and leverage the strengths of your staff
- Assessing the impact of disruptive behavior in the workplace
- Creating your managerial vision to determine your next steps

Course Outline:

The Challenge of IT Management

Setting the context for successful IT management

- Defining relevant success factors based on customer requirements
- Adopting best practices for an IT environment

Performing stakeholder analysis

- Drawing the stakeholder map
- Identifying interdependencies and expectations

Developing Management Excellence

A new management identity

- Transitioning from a technical expert to a manager
- Balancing leadership and administration
- Managing technical specialists

Personalizing your management style

- Applying the Mintzberg action-based model
- Aligning your management approach to the model
- The top 10 management roles

Emotional Intelligence (EI) in Action

Incorporating EI into your management approach

- Recognizing three key skills to understand yourself
- Interpreting behaviors and interacting more constructively with others

Engaging and controlling your emotions

- Changing your behavior to suit the situation
- Leading by example

Motivating Technical Workers

Exploring key motivators

- What technical people want from work
- Increasing staff retention
- Avoiding motivational pitfalls

Tailoring the approach to your team

- The impact of generational differences
- Assessing strengths to increase levels of engagement
- Putting theory into practice

Delegating for Empowerment

Cultivating commitment and accountability

- Inspiring collaborative partnerships
- Working with the strengths of your staff

Following a proven step-by-step process for delegation

- Planning your delegation and defining the task
- Assigning the task to individuals or teams
- Determining tracking and follow-up
- Achieving accountability through collaboration

Facilitating Success for IT Teams

Organizing and developing effective teamwork

- Negotiating shared expectations
- Setting ground rules within your team
- Cutting across organizational units, time zones and geographic boundaries
- Overcoming the hidden overhead of separation

Leveraging team synergy

- Creating a team state of mind
- Facilitating team-building activities

Enhancing team communication

- Applying a three-level model for team building
- Harnessing the power of dynamic and diverse teams

Reinforcing and Redirecting Performance through Coaching

Managing day-to-day performance

- Selecting suitable performance measures that work in a technical environment
- The benefits of a continuous appraisal approach
- Strengthening performance by integrating coaching and appraisal techniques

Minimizing disruptions in the workplace

- Recognizing and addressing ineffective performance that falls short of expectations
- Employing constructive feedback as a means of focusing positive behaviors

Implementing Your Managerial Vision

Defining desired outcomes

- Vision as a practical management tool
- Framing a vision for you and your team using a step-by-step approach

Focusing team efforts through a common vision

- Actively pursuing your personal vision

Supporting your organizational goals

MURG'S MARION CONSULTS

Anyone who needs to interact effectively or build relationships with external or internal customers. This includes help desk, technical support, front-line or support staff. This course may also be of interest to managers and team leaders wishing to coach and develop staff performance toward a customer-focused culture.

Practical Session

A media-rich environment immerses you in real-life customer service situations. Experiential activities, including role-playing, and simulated video and audio scenarios, allow you to practice the skills presented throughout the course.

Activities include:

- Profiling your customer service skills
- Defining customer service excellence
- Connecting with the emotional aspects of the customer experience
- Assessing customer expectations
- Modeling effective responses to typical customer service scenarios
- Handling customer complaints and difficult situations
- Putting the customer first in a simulated situation
- Creating a personalized postcourse action plan

Course Outline

Customer Service Excellence: Why It Matters

The importance of How

- Focusing on the how as well as the what
- Developing a relationship of mutual trust
- The Five Key Values of Customer Service
- Creating a definition of excellence

Creating the Customer Experience

Emotional aspects of the customer experience

- Making the initial connection with the customer
- Presenting a positive first impression
- Influencing customer perceptions
- Exceeding customer expectations

Identifying the differentiators of excellence

- Taking responsibility for demonstrating customer care
- Navigating the customer through the process
- Instilling confidence with a personal approach

Fostering long-term relationships

- Adopting a positive mental attitude (PMA)
- Small actions that ensure attention to detail

Communicating Effectively with the Customer

Developing excellent communication skills

- Establishing rapport with your customer
- Personalizing the message
- Matching words and nonverbal signals

What you say and how you say it

- Verbal and vocal techniques that work
- Avoiding the quirks and distractors
- Banishing jargon to create clarity

Adopting a problem-solving approach

- Turning active listening into problem solving
- Employing questioning techniques that focus on outcomes
- Encouraging a spirit of inquiry rather than adversary
- Moving to a team approach with the customer

Achieving results for the remote customer

- Choosing and using appropriate media
- Applying best practices in call center etiquette
- Top tips for e-customer care

Dealing Constructively with Tough Situations

Calming upset customers with active listening

- Demonstrating emotional intelligence
- Displaying empathy and showing neutral support
- Establishing rapport and defusing anger
- What you should not say to an upset customer

Techniques for dealing with difficult people

- Remaining objective in challenging situations
- Personalizing and depersonalizing messages
- Asserting your position through polite repetition
- Handling the obstinate customer

Transforming complaints into opportunities

- Generating useful feedback and learning
- Turning a negative situation into a loyal customer
- Tapping into the potential advocate within your customer

Contributing to a Customer Service Culture

Demonstrating leadership in customer service teams

- Mapping the internal customer network
- Strengthening weak links in the chain
- Influencing a customer-centric corporate culture

Measuring customer satisfaction

- Setting and monitoring performance standards
- Tracking progress with internal indicators
- Enabling customers to express satisfaction
- Constructing a customer service charter

Monitoring the team's development

- Seeing customer service as an attitude, not an accident
- Coaching your team for success

Making Excellence a Habit

The characteristics and practices of excellence

- "Sharpening the saw" to hone your customer service skills
- Projecting a professional image with internal and external customers
- Ten rules that epitomize success
- Measuring personal growth and achievements

Executing your personal action plan

- Constructing personal development goals

Committing to immediate action

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- Turning a negative situation into a loyal customer
- Tapping into the potential advocate within your customer

Contributing to a Customer Service Culture

Course Objective

By successfully completing this course, students will be able to:

- Define the customer-centred organization.
- Evaluate your own customer service objectively.
- Describe methods to make your company's customer service more central.
- Develop a winning customer service strategy
- Summarize the reasons for providing exceptional customer service.
- Describe ways for acquiring customers and retaining them, and
- Demonstrate mastery of lesson content at levels of 70% or higher.

Course OUTLINE

Module One

Introduction

- A Customer-centered Organization
- Taking an Honest Look at Your Own Customer Service
- Your Company's Customer Service Focus
- Developing a Winning Customer Service Strategy

Module Two

- **The Benefits** of Exceptional Customer Service
- The Wow Factors of Customer Service Training
- The Way To Go: Surveys, Questionnaires, Interviews, or Focus Groups
- Acquiring Customers and Keeping Them satisfied
- Everyone's needs are constantly changing. This is true for people, small businesses, mega organizations, and governments.

Module Three

- Extra Considerations and Miscellaneous Factors
- When the Going Becomes Rough, Here Is What to Do
- No one, including customers, likes to hear that word "No"! Most people absolutely loathe it. We all prefer to think people can do what we want, when we want it, and how we want it.

Module Four

- Working in the World of the Web
- The Internet, a project that started as a means of keeping communication channels open and sharing information, has come a long way since its inception in the 1970s.
- Adopting a formal CRM model Is Not an Option; It Is Here to Stay

Module Five

- CRM, or customer relationship management, is the methodologies and tools, including online customer service technology, that help businesses manage customer relationships and deliver superior customer service.
- Customer Service Management Options of the Future

MURG'S MARION CONSULTS

Course Title : Inspiring Change In Workforce Attitude And Mannerism

Course Code: C5449

Course Duration: 3- 5 Days

Course Introduction:

Dealing with a difficult or toxic personality can be damaging both emotionally and physically, particularly if the person is your boss or sitting in the cubicle right next to you. Confronting those who compromise your comfort and job security can be very difficult for many people, but standing up for you and keeping the atmosphere peaceful is essential in the workplace.

Course objective :

This class will allow students to explore what feeds these kinds of behaviours, ways to address these situations, and when to call for outside assistance.

Course Outline:

- An overview of your rights in the workplace
- Simple tips for reducing stress on the job
- Establishing boundaries
- Effective collaboration
- Conflict resolution
- Interpreting body language
- Coping with aggressive behaviour
- Dealing with critics and power freaks
- Working with slackers and energy vampires
- Avoiding the gossip mill
- Gender differences in the workplace
- What to do when prejudice rears its ugly head
- Standing up to a boss with an attitude

Course Title: Understanding the Idept Concept, Application and Benefit of CRM

Course Code: C560

Course Duration 3-5 days

Course Introduction

CRM is an approach to the better, faster and more effective organizing of any formal corporate business Interactions with their customers based on a customer-centric foundation. It is an entire Discipline, not a single activity or project. Customer relationship management allows The building of sustainable successful relationships with a large customer/client base with CRM is not an easy task because CRM has a direct impact on many core service operations, especially on the processes therein.

The application here is not exclusively a technical one. It is not only about software implementation. And it is not about service delivery either. It is more about the resulting interaction of entire service processes with customers. CRM is about creating a competitive advantage by being the best at doing what you do.

CRM applications therefore enables effective customer relationship management, provided that an enterprise has The right leadership, strategy and culture

Course objective:

- CRM diverse definitions and its application to different organizations?
- Providing The right leadership, strategy and culture
- Creating a good CRM strategy/ business vision and apply it to the customer base by

Asking the following questions:

- What services are we offering now and foresight into the future?
- Dynamic customer services appeal to?
- Customer service value to the organization?
- Additional needs to the most valuable customer groups have?

Course content:

- Critical success factors of CRM initiatives?
 - Senior Management Support
 - Business Plan and Vision
 - Making the Change in Small Steps
 - Inter Departmental Collaboration
 - Clear Ownership of Data
 - Training for End-users
 - End Users' Acceptance of Change
 - Degree of Analysis and Customer Segmentation
 - Degree of Alignment
 - Language Considerations
 - Internet Presence
- Common difficulties when adopting a CRM initiative?
- Resistance to Change
- Human Errors in Feeding the System
- Governmental Legislation

- Cultural Barrier
-

Course Title: Restructuring and Positioning an Organization For CRM

Course Code: C566

Course Duration 3-5 days

Course Introduction

CRM is an approach to the better, faster and more effective organizing of any formal corporate business Interactions with their customers based on a customer-centric foundation. It is an entire Discipline, not a single activity or project.

Course Outline:

Module 1: APPRECIATING THE VALUE OF GOOD CUSTOMER RELATIONS

- Satisfying customer requirements
- Internal assessment: How is your organization doing?
- Getting it right
- Team purpose analysis

Module 2: ASSURING THE QUALITY OF GOOD CUSTOMER RELATIONS

- Key performance indicators
- Data collection
- Quality
- Quality assurance
- Working with others to improve customer service

Module 3: UNDERTAKING QUALITY IMPROVEMENT PROCESSES

- Seven steps to quality improvement
- Promoting continuous improvement
- The quality improvement cycle

WORKING WITH CUSTOMERS LEGALLY

module 1: UNDERSTANDING THE LEGAL FRAMEWORK OF CUSTOMER RELATIONS

- CAMA
- The supply of goods and service act
- Contracts
- Data protection
-

Module 2: RESOLVING CUSTOMER RELATIONS ISSUES

- Complaints
- How to 'cool off' an angry caller
- Handling abusive customers
- Handling profanity
- Other information you should know about

PROVIDING STANDARD SERVICE TO CUSTOMERS

Module 1: RECOGNISING THE IMPORTANCE OF standard

- Best practice standard
- Standards assurance
- Working with others to improve customer service
- Quality standards and assurance

Module 2: USING THE TOOLS OF QUALITY ASSURANCE

- Investors in people
- Total quality management (TQM)
- The cost of quality
- Quality Records

SECTION 3: IMPLEMENTING IMPROVEMENTS TO QUALITY SYSTEMS

- Seven steps to standard improvement
- Promoting continuous improvement
- The standard improvement cycle
- Monitoring the team's work
- Learning from mistakes

MURG'S MARION CONSULTS

Our analysis has identified the effective and innovative practices that top companies use to create superior customer service.

Course focus:

These best practices are divided into four key areas including:

- ✓ **Customer Focus,**
- ✓ **Human Resource Management,**
- ✓ **Process Management**
- ✓ **Leadership.**

Course Title: In-Depth Managerial Strategy for Organizations
Executives

Course code: 722

Course Duration: 5 days

Course Introduction

Our Management Skills programme provide a broad-based, practical introduction to the key ideas, techniques and overall competencies you need, in order to manage effectively and productively, in modern organisations in any part of the world.

This Programme is designed for all managers and leaders who are either new to strategic planning or who would like to sharpen their skills in the area of strategic planning and decision making. The Programme is highly practical and contains a variety of case studies. Delegates will be given the opportunity to present 'real-life' scenarios and tackle projects during the Programme

Who should attend?

This Programme is ideal for senior managers, department heads, high level advisers, senior supervisors, team leaders and others who need to develop their managerial skills to enhance performance and career progression.

COURSE Objective:

By the end of the Programme you will have a greater understanding of and have developed the following key attributes:

- Understand the relevance of strategy in the planning process of your organisation
- Streamline process, structure and strategy in achieving corporate objectives
- Examine and review processes, identify process gaps and ensure efficiency in operations
- Analysing organizations performance
- Effective strategy formulation: structuring the vision

Key Course Highlights (full course content would be made available on request)

- Linking business processes to corporate strategy and objectives
- Building new processes and use of IT
- Implementing strategy
- Evaluating your plan against corporate objectives
- Stakeholder analysis and external impact

Course Title: Enhanced Performance And Strategic Management

Course Code:6448

Course Duration 5days

Course Introduction

Our Management Skills programme provide a broad-based, practical introduction to the key ideas, techniques and overall competencies you need, in order to manage effectively and productively, in modern organisations in any part of the world.

This training Programme introduces a new approach to management style that provides participants with the required skill to translate an organisation's objectives and vision into strategic terms and maps that can be fully implemented and measured through a viable performance management system.

Who should attend?

This Programme is ideal for senior managers and managers in an executive capacity including those responsible for corporate planning and strategy.

Course Objectives

By the end of the Programme you will have a greater understanding of and have developed the following key attributes:

- Use performance management systems for strategic purposes
- Align your organisation's mission, strategy and internal performance
- Apply tools and approaches to measure organisational performance
- Monitor and sustain performance measurement systems
- Understand core management concepts and apply them strategically

Key Course Highlights

- Enhanced performance
- Aligning vision, corporate objectives and performance management
- Assessing challenges and obstacles to performance management

- Strategically applying performance management
- Measuring performance: application of tools

Course Title: Inspirational Leadership For Government Workforce

Course Code:6140
Course Duration 5days

Introduction

Good Governance is about generating a better economic output which creates an overall enriched society must focus on delivering better public services. It is crucial to the development of open, accountable, well led, honest institutions whose mission is one of continuous enhancement. This training course concentrates on civil service organizations with zeal to develop leadership and motivation, improve organisational and individual performance, build human resource capacity and reduce corruption and dishonesty.

This Programme aims to advance the participants leadership skills with a view to improving organisational performance. Using case studies and interactive sessions, it examines several leadership theories, identifies the individuals preferred leadership styles and demonstrates routine workplace behaviour. These will improve efficiency and place the individual in an advantageous position when being considered for promotion.

Who should attend?

Any member of the public services, para-statals or private sector who has a managerial, leadership or supervisory role and who wishes to learn or develop effective leadership and motivational skills.

Course Objectives:

By the end of the Programme you will have a greater understanding of and have developed the following key attributes:

- Understand modern leadership methods
- Develop methods of motivating employees at little or no cost
- Understand the dynamics of effective team building
- Develop techniques to manage change effectively
- Identify and deal with resistance to change

Key Course Highlights

- The critical role of leadership to deliver economic, efficient and effective organisational performance
- Examine the work foundation research to develop new leadership skills and behaviours
- Acquire skills in team building
- Develop techniques in motivating staff
- Understand the nature and dynamics of change

Course Title: Building Employee Morale/ Effective Performance Appraisal

Course Code: 6566

Duration 3 Days

Course Introduction

Effective performance appraisals add value to your organization. They motivate your top employees to do even better. And they tell underperformers exactly what is expected and how to improve.

Unfortunately, performance appraisals are often regarded as mere formalities. Performance reviews are sometimes administered late--or skipped altogether. Clear guidance falls by the wayside, and half-hearted work goes unchallenged.

Course Objective:

- Critical elements to cover in your performance evaluation process.
- The advantages of sticking to a regular schedule.
- The importance of fairness and consistency.
- The nuts and bolts of formats and record-keeping.
- Methods of motivating the top stakeholders.
- How to deal with underperformers.

- Skills for the face-to-face review meeting.
- The value of employee feedback.
- Settling unimpressed employees who are receiving JUST a Meet Job Standards rating on evaluations.
- Employees meeting the job standards paradox.
- Deliberating on an impressive accomplishment, and job standards re-evaluation.

Practical Session.

- Taking steps to formalize a review process for the first time.
- Attempting to energize an existing system.
- Prepare for challenging review meetings apply skills that defuse tension and achieve the desired results.

Course Title: Record Management

Course Code: C601

Course Duration: 3days

Course Introduction

Information is very key and a very important resource in a modern economic system. It forms the basis of giving appropriate response to opportunities and threats in the environment. Records form a strategic component of the information management and have to be effectively handled for goal achievement.

This training is designed to provide participants with the necessary skills and knowledge and attitude that they require to enhance information management in their organization. It will also afford participants the opportunity of analysing the economic value of records and developing appropriate systems for record control and management.

Course Objective

At the end of this training participants will be able to:

- Compile and maintain a safe system of recording
- Identify various forms of record and their relevance to their organizational development
- Sort, keep and maintain records more effectively.
- Develop appropriate techniques for managing information.
- And use appropriate computer software for records.

Course Content

- Overview of record management
- Record keeping function in an organization
- Types and relevance of records
- Files and filing systems
- Personnel records
- Financial records
- Disposal of records
- Handling of confidential information
- Computer application in records management
- Uploading and downloading of information

Who should attend?

Personnel managers, Administrative managers and other functional managers

Practical Session

- Prepare complete report
- Identify Report Stakeholders
- Organize information clearly
- Write concisely and correctly
- Records information accurately
- Support conclusions & recommendations
- Drafting of official minutes of meetings
- Confirms to required style and format
- Keeps files up to date
- Organizes records and files
- Knows and follows documentation procedures
- Modifies filing systems as needed
- Ability to manage task effectively and efficiently
- Timely delivery of assigned task
- Participate in workplace safety procedures

Course Title: Report and Speech Writing

Course Code: C516

Course Duration: 3days

Course Introduction:

Managers have responsibility to write report and speeches in the course of their duties, they report on activities being handled by them, their reports provide information on projects and activities being handled by them, their reports provide information on project benefits to a large number of people and facilitate managerial decisions managers also write speeches on major events involving their organizations including project launch anniversaries awards reception of dignitaries press conference etc

Report and speech writing require specialized communication skills and techniques this workshop is therefore designed to equip participants with the requisite skills and techniques for lucid and articulate reports and speeches

Course Objectives

- Plan and write a good report and speech
- Generate relevant data for report writing
- Demonstrate effective communication skills
- Develop appropriate format and outline to write reports
- Present reports to management

Course outline

- Overview of report and speech writing
- Elements and types of reports
- Elements and types of speeches
- Planning and writing a report
- Planning and writing a speech
- Data collection for report and speech writing
- Council memo writing
- Minutes and memo writing
- Citation and referencing
- Effective communication skills
- Presentation of report
- Report and speech writing exercise

Who should attend?

This course is designed for project officers, personal assistants, secretaries and assistant consultants, managers, trainers and senior officers whose job involves writing and presenting report

Communication Skills: Results through Collaboration

Course Code: C5769

Course Duration: 3days

Course Introduction:

Communication skills are an essential element every employee and manager must have as part of their standard tool set. In this course, through interactive workshops, self-assessments, role-playing activities and video simulations, you gain practical experience initiating and responding to various forms of communication. You learn to handle situations based on a flexible, genuine and self-confident approach. You also gain the skills to collaborate with others and hone your communications toolkit.

Course Objective:

- Achieve results in your communications with others
- Build collaborative relationships that emphasize trust and respect
- Communicate effectively using simple, concise and direct language
- Enhance your active listening skills to anticipate and avoid common misunderstandings
- Foster cross-cultural understanding in your workplace
- Eliminate the roadblocks that undermine your ability to communicate effectively

Who Should Attend

Those looking to strengthen their communication and collaboration skills and work confidently with others.

Practical Session:

Activities throughout this course immerse you in an on-going simulation including a media-rich experiential learning environment that allows you to practice the communication techniques, tools and strategies presented.

Activities include:

- Experiencing the difference between one-way and two-way communication
- Defining your communication style
- Demonstrating active listening skills
- Dealing with challenging emotions through video scenarios
- Revealing personal filters with simulation games
- Overcoming cross-cultural barriers through case studies and role-playing
- Assessing your relationship with others
- Generating checklists to enhance your performance back on the job

Course Outline

Building a Foundation

- Adopting simple, concise and direct language
- Recognizing perceptual filters that hinder communication
- Identifying basic communication principles
- Applying a communication process model

Setting Clear Goals for Your Communication

Determining outcomes and results

- Soliciting feedback
- Matching intentions and results

Initiating communications

- Figuring out what to say and the best way to say it
- Paying attention to verbal and nonverbal cues

Avoiding Communication Breakdowns

Creating value in your conversations

- Strengthening your relationships
- Distinguishing value from waste

Taking personal responsibility

- Recognizing your role in creating successful communications

- Identifying internal and external factors that impact your communications
- Establishing message feedback
- Communicating non-defensively

Translating Across Communication Styles

Identifying the four communication styles

- Recognizing your style and the style of others
- Strengths and blind spots of each style

Bridging communication styles

- Adapting your own approach to close communication gaps
- Being flexible without compromising your identity

Listening for Improved Understanding

Tools for active listening

- Asking clarifying questions
- Confirming the message
- Demonstrating respect, empathy and sensitivity
- Listening for the entire message

Interpreting non-verbal cues

- Intonation
- Rate of speech
- Volume
- Gestures
- Facial expressions
- Posture
- Use of space
- Dress
- Eye contact

Achieving Genuine Communication

Creating openness

- Determining when to speak up and when not to
- Identifying appropriate degrees of disclosure
- Establishing value and trust

Working with a three-dimensional model of behaviour

- Identifying how you interact with others and how to make improvements
- Calibrating the variance between what you want and what you express

Matching your body language to your message

- Enhancing your message to gain your intended results
- Creating believable and credible messages
- Ensuring that your attitude supports rather than hinders communication
- Speaking through silence

Cross-Cultural Communication

Navigating beyond cultural boundaries

- Developing greater sensitivity to cultural differences
- Avoiding potential cross-cultural pitfalls

Working with filters and assumptions

- Raising your awareness to avoid misunderstandings

- Uncovering hidden assumptions
- Recognizing filters in yourself and others

Working Constructively with Emotions

Dealing with anger

- Overcoming personal challenges
- Expressing your anger constructively
- Minimizing defensive reactions in others

Managing emotionally charged situations

- Defusing an emotional situation while maintaining your composure
- Taking responsibility for your emotions

MURG'S MARION CONSULTS

**Course Title: Critical Thinking and Creative
Problem Solving: Making Better Decisions**

Course Code: C545
Course Duration: 3days

Course Introduction

Successful organizations recognize that critical thinking and creative solutions to problems significantly enhance business potential. Today's decision makers must use a variety of thinking styles, methodologies and creative processes. In this course, you develop your skills as a critical thinker and problem solver. You learn to leverage your personal thinking preferences using tools and techniques based on cutting-edge technologies.

You Will Learn How To

- Make better decisions through critical thinking and creative problem solving
- Adapt to different thinking styles in group and team environments
- Recognize and remove barriers to individual and group creativity to foster an innovative work environment
- Systematically analyze a target problem
- Present your ideas clearly and concisely for maximum stakeholder buy-in
- Transform your creativity into practical business solutions

Who Should Attend

Individuals at any level of an organization who want to apply creativity and critical thinking skills to their decision-making process.

Practical session

Through a series of interactive small-group workshops, you gain practical decision-making skills using critical thinking and creative problem-solving techniques. Workshops include:

- Profiling your personal thinking style and the styles of others
- Identifying personal and team roadblocks to success
- Analyzing left- and right-brain characteristics
- Leading through speaking in another style
- Applying logical methodologies to transform a range of creative options into supportable decisions
- Preparing a framework to present your decision
- Developing your personal decision-making toolkit

Course Outline

Introduction

- *Balancing people, processes and tools for optimal decisions*
- *Business drivers that demand creative problem solving*
- *Deciphering critical thinking*
- **Leveraging Personal Thinking Styles**

- **The Herrmann Brain Dominance Instrument (HBDI)**
- **Analyzing personal preferences**
- **Managing thinking preferences**
- **Unleashing Your Creativity**
- **The creative environment**
- **Group creative thinking**
- **The iterative mind**
- **Recording the creative process**
- **Solving Problems Using Analysis and Prioritization**
- **Systematic approaches to problem solving**
- **Analyzing the creative process**
- **Avoiding analysis paralysis**
- **Applying analysis models**
- **Translating Creativity and Analysis into Practical Application**
- **Organizational politics**
- **The influence of decision-making styles**
- **Deploying your decision**
- **Putting It All Together**
- **Integrating your solution into the business**
- **Continuing your development**
- **Your Personal Decision-Making Toolkit**

MURG'S MARION CONSULTS

Course Outline

Framework of a Conflict

- Defining conflict
- The stages of conflict
- Focusing on a collaborative approach
- Exploring your relationship with conflict and its impact
- A new way of looking at conflict

Examining the Causes of Conflict

Why we combat

- Underlying sources of conflict
- Exposing the needs that feed conflict
- Triggers and emotional "hot buttons"
- Dealing with powerful emotions

Conflict in teams

- Recognizing conflict as a natural part of team development
- Enabling productive conflict in teams
- Applying the Quad Talk Model

Taking First Steps toward Resolution

Defining the conflict resolution model

- The life cycle of a conflict: the build-up and the resolution
- Introducing the six-step model for resolving conflict
- Developing an awareness of the role of emotions

Managing your emotions

- Applying a powerful emotional mastery model
- Exploring your thoughts, feelings and beliefs
- Acknowledging the value of your perspective
- Determining your desired outcome
- Expressing what you truly want

Unlocking the power of body language

- Reading other people's body language
- Recognizing cultural differences in body language
- Using effective body language
- Matching body language with the intended message

Setting the Foundation for Cooperation

Diagnosing the conflict

- Applying the process model
- Asking the right questions
- Identifying key factors
- Articulating the true cause
- Choosing alternate conflict resolution strategies

Establishing a collaborative environment

- Setting the stage for success
- Removing barriers to conversation
- Making it safe to cooperate
- Dealing with negative emotions
- Opening the dialog
- **Defusing an angry situation**
- **Resolving the Conflict**

- **Creating the connection**
- **Working out the resolution**
- **Formalizing the agreement**
- **Achieving Positive Results**
- **Putting it all together**
- **Creating a personal action plan**

MURG'S MARION CONSULTS