FIND A COURSE YOU'LL LOVE

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At DCM Learning we have a strong culture of working in long-term relationships with our clients. Although it’s a bit of a cliché, we strongly believe that our client relationships are partnerships and that’s the best way for our clients to get the best results.

Specific reasons to choose DCM:

Support: 25 full-time training consultants plus support staff (36 in total). We are large enough to be well resourced but small enough to care.

Experienced: We have many years’ experience providing customised training programmes for small and large companies. Last year, we delivered onsite training with 521 companies.

Excellent Trainers: Our trainers combine professional training know-how with relevant experience in their chosen training field

Quality Assured Training: Make sure you Safeguard Your Training Investment. DCM offer courses accredited by the following national and international certification bodies.

You're in Good Company

We have worked with the biggest brands in Ireland including Apple, Concern, UCD, Pfizer, Kerry Foods and Houses of the Oireachtas so you can have confidence in our ability to deliver the results you want to achieve.
1 Day People Management Course

COURSE OVERVIEW

This 1 Day course is highly interactive and utilises real life insights and practical everyday business examples. The course will assist your supervisors, or those who are about to embark upon a first line management role, with their all-important day-to-day tasks, including people management and problem solving.

During the course learners will discover their individual management style and identify key areas to work on to develop their style to become more effective.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Use effective skills for leading, managing and motivating a team
- Use their improved communication and influencing techniques
- Manage different personalities and encourage mutual respect and cooperation from all team members
- Carry out delegation duties assertively
- Resolve conflict and deal with difficult people and situations confidently and positively
- Have a personal action plan to apply learning back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: THE ART OF EFFECTIVE TEAM MANAGEMENT AND LEADERSHIP

- Understand the role and characteristics of a successful leader
- Self-assessment of your own leadership style
- Recognising and reviewing your personal style of leadership
- Assessing the key leadership skills

TOPIC 2: THE EFFECTIVE TEAM

- Identify the traits of an effective team
- The key techniques for competent team working
- Create the ability to recognise and manage different personalities
- Encourage mutual respect and cooperation within your team
- Empowering your team - showing the direction but let the team improve the process

TOPIC 3: KEEPING COMMUNICATION CHANNELS OPEN

- Active Listening and Questioning
- Giving advice and encouragement
- Assertive team briefing and meetings
- Deal with difficult situations
- Handle conflict within the team and promoting cooperative team behavior
- Delivering Feedback based on agreed standards (SAID)

TOPIC 4: PERSONAL DEVELOPMENT

- Your personal action plan for back in the workplace
3 Day QQI People Management Course

COURSE OVERVIEW

This three-day course is aimed at learners who are managing people in a team or individual context, or intend to do so in the future. The course has been designed to examine the key aspects of people management and provide practical guidance on how to take a holistic approach to improving team performance.

During the course learners will discover their individual leadership style and identify key areas to work on to develop their abilities.

We can also set actionable exercises for learners following each session to allow them to put the skills they have learned into practice back on the job.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Use effective skills for leading, managing and motivating a team
- Use their improved communication and influencing techniques
- Manage different personalities and encourage mutual respect and cooperation
- Manage effective team meetings and carry out delegation duties assertively
- Resolve conflict and deal with difficult people and situations confidently and positively
- Understand how self-management can enhance their credibility
- Have a personal action plan to apply learning back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: EFFECTIVE TEAM MANAGEMENT AND LEADERSHIP

• What is required of you? Your role and responsibilities.
• Understand the role and characteristics of a successful leader
• Recognising and reviewing your personal style of leadership
• Assessing the key leadership skills
• Self-assessment of your own leadership style

TOPIC 2: INTRODUCTION TO THE CYCLE OF PEOPLE MANAGEMENT

• Setting SMART goals
• The goal pyramid (PESTLE/Strategic Management)
• Understanding external factors and company values/strategy
• Planning and Development (individual)/KSA Audit (Team)
• Coaching and Training (OJT and external options)
• Motivational theory and practice

TOPIC 3: EFFECTIVE COMMUNICATION AND FEEDBACK

• Active Listening
• Effective Questioning
• Giving Advice and Encouragement
• Using the SAID model to deliver feedback based on agreed goals
• How to deal with objections
Course Content

TOPIC 4: BUILDING EFFECTIVE TEAMS & IMPROVING TEAM DYNAMICS

• Understanding team roles (Belbin)
• Defining roles and responsibilities - creating a team charter
• Practical application of assigning work based on role
• Examining the key building blocks of high-performance teams
• Team culture - encouraging an open, multi-cultural, inclusive team culture
• Common team problems - dealing with difficult situations quickly

TOPIC 5: MANAGING UNDER PERFORMERS & CHALLENGING BEHAVIOUR

• What constitutes poor performance - lack of ability versus low motivation
• Enhancing ability
• Improving motivation
• Handling difficult people fairly and assertively
• Disciplinary and grievance procedures

TOPIC 6: MANAGING CONFLICT

• Understanding your own conflict style and recognising those different situations may require a different approach
• Remaining constructive when dealing with passive or aggressive employees and peers.
• How to mediate conflict between two employees
What is QQI Quality and Qualifications Ireland?

QQI (Quality and Qualifications Ireland) is responsible for the development and review of the National Framework of Qualifications (NFQ).

QQI was established to combine the standalone agencies of FETAC, HETAC and NQAI. This means that awards previously offered as FETAC Level 6 have been revised, redesigned and are now QQI Level 6 awards.

Award Type and Credit Value for this Course

Managing People is a Level 6 Minor Award. It sits at Level 6 on the National Framework of Qualifications (NFQ), and carries 15 credits. The course code is 6N3945

How Do I Get Certified?

- Attend DCM Learning’s 3 Day QQI Level 6 Effective People Management Course

  - Complete Self-Directed Learning & Accompanying Assessment Work
    - Project - 50% + Learner Record - 30% + Assignment - 20%
    - Self Directed Learning includes research, reading, study, practice, reflection and preparation of assessment work

  - Submit your Assessment Work
    - You must submit your assessment work within 6 weeks of completing your training

  - Achieve Your QQI Certification
    - You will receive your QQI approximately 3 to 4 months after you have submitted your assessment work
Leadership Skills Course Outline

COURSE OVERVIEW

Organisations need to recognise, harness, direct and develop their talent to use it to their best advantage. This unique course will take developing leaders and put them through their paces. They will learn about themselves, how they interact with and manage others and get a broader perspective on the organisation.

This course is perfect for developing leaders in organisations who want to gain an understanding of their leadership style and hone their skills for future success.

LEARNING OUTCOMES

By the end of the course each learner will have:

- Understand what makes a good leader
- Gain an insight into their own leadership style
- Be able to set direction and prioritise goals to deliver results through others
- Know how to inspire and motivate a team using leadership skills
- Learn how to, and when to adapt your leadership style to the situation
- Understand the purpose and importance of emotional intelligence
- Know how to develop a strong communication style
- Understand how to promote employee development and mentor employee progress

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: INTRODUCTION

- What qualities make a good Team Leader?
- Key Skills - Delegation, Time Management, Decision Making, Organisation, Motivating

TOPIC 2: LEADERSHIP

- Developing your Leadership Style
- Making the move from team member to Manager
- Leading by example

TOPIC 3: SOLVING PROBLEMS AND MAKING DECISIONS

- Being timely and decisive
- Involving staff in the decision making process

TOPIC 4: EFFECTIVE COMMUNICATION

- Giving direction to others
- How to deliver bad news/‘No’
- Active Listening skills

TOPIC 5: PERFORMANCE MANAGEMENT

- Effective delegation
- Setting clear objectives
- Monitoring results
- Motivating your team including difficult team members
**COURSE OVERVIEW**

This is a highly practical course, which shows learners how and where their time is lost and what impact that has on themselves and others. The course also looks at how staff can manage tasks and control their stress levels during busy periods, when their workload seems out of their control.

During the session, we will focus on how to prioritise your workload and avoid distractions to reduce the feeling of being overwhelmed. We will look at techniques to help learners make sure all their day to day tasks are complete and nothing is overlooked. As well as identifying their personal ‘time-stealers’ and how they can tackle these going forward.

Learners will leave the course with actionable tips and processes for managing their time and environment to support their best work.

**LEARNING OUTCOMES**

By the end of the course each learner will be able to:

- Identify and avoid their own personal time stealers
- Understand the importance of creating time to plan
- Delegate effectively so they don’t feel overloaded
- Reduce stress and improve their well-being by being more in control of their workload
- Have a personal action plan to implement back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

**TOPIC 1: DEFINING TIME MANAGEMENT**

- What do we mean by time management?
- Benefits of effective time management
- Good versus poor time management
- The three routes to time management

**TOPIC 2: MANAGING YOURSELF**

- Your role responsibilities and priorities
- Identifying your personal time stealers
- Setting SMART goals and objectives for yourself
- Dealing with common distractions - Interruptions/emails/phone calls
- Techniques so all day to day tasks are complete and nothing is over looked
- When and how to say ‘NO’ assertively

**TOPIC 3: PLANNING AND PRIORITISING**

- Using off peak times to plan for busy periods
- Planning tools and techniques - tasks; to do lists; daily plans
- Prioritising tools and techniques - urgent versus important
- The delegation process

**TOPIC 4: MAKING IT WORK**

- Practical exercise to review your time issues
- Creating your personal action plan
Performance Management Course Outline

COURSE OVERVIEW

This practical, one-day course examines the key aspects of performance management and provides practical guidance on how to take a holistic approach to improving the performance of staff.

Course topics include the dynamics of teams, factors involved in building a strong team, managing different personality styles within a team, communicating effectively and how to support individual team members.

We can also set actionable exercises for learners following each session to allow them to put the skills they have learned into practice back on the job.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand their role as a motivator and reviewer
- Have gained valuable ideas on how to improve the performance of their team
- Have the skills needed to monitor and evaluate performance on an on-going basis
- Understand the critical role communication skills will play in building and maintaining a team atmosphere
- Have a clear strategy for handling under-performers
- Have a personal action plan to apply learning back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: INTRODUCTION TO PERFORMANCE MANAGEMENT

- Purpose and benefits of performance management and reviews
- Linking team performance to company objectives
- Role and responsibilities of an effective reviewer

TOPIC 2: MANAGING FOR PERFORMANCE

- Self-assessment of your own leadership style
- Coaching for performance - enhancing your skills
- Praising and celebrating good performance
- What to do when the performance plan doesn’t work

TOPIC 3: IMPROVING TEAM DYNAMICS

- Examining the key building blocks of high-performance teams
- Defining roles and responsibilities - creating a team charter
- Communication - encouraging an open and inclusive team culture
- Common team problems - dealing with difficult situations quickly
- Establishing and building trust within the team

TOPIC 4: MANAGING UNDER PERFORMERS

- What constitutes poor performance - lack of ability versus low motivation
- Enhancing ability
- Improving motivation
- Handling difficult people fairly and assertively
- Disciplinary and grievance procedures
Stress Management Course Outline

COURSE OVERVIEW

This one-day course examines the causes of workplace activities that can be stressful and offers highly practical advice that will help you to deal with difficult situations.

The course provides a robust, non-judgmental framework for exploring how different people respond to stress and challenges. In the context of this programme, it provides a powerful, structured way for learners to understand how they currently manage stress, and what techniques they can use to adapt.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Assess their personal stress levels and identify the common causes of stress in the workplace
- Identify the causes and effects of stress on their actions
- Recognise the symptoms of stress in themselves and colleagues
- Recognise and utilise coping strategies when dealing with negative situations
- Develop long-term strategies to reduce your susceptibility to feelings of anger and frustration

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: AN INTRODUCTION

- What contributes to workplace pressures?
- The impact of stress on personal performance
- Maintaining an effective work/life balance

TOPIC 2: MANAGING PRESSURE AT WORK

- Moving from reactive to proactive
- Planning and prioritising your workload
- Setting SMART goals for yourself
- Managing conflicting demands from more than one person - when to say ‘No’
- Learning to delegate

TOPIC 3: HANDLING OTHERS IN A STRESSFUL ENVIRONMENT

- Recognising the signs of stress in others
- Choosing the appropriate approach for each situation

TOPIC 4: COPING STRATEGIES FOR DEALING WITH STRESS POSITIVELY

- A step-by-step approach to managing anger and aggression
- Turning anger into positive feelings
- Developing self-assertiveness - taking greater control
- Self-motivation - maintaining your motivation
- Developing a personal action plan
COURSE OVERVIEW

This 1-day, practical, skills based training course has been designed to give staff the confidence and practical skills needed to deliver effective staff appraisals.

In our experience, Performance Management and Appraisals tend to be one of those essentials in an organisation that's often handled badly. The opportunity to help people understand their role within the organisation and gain support can be lost simply because the appraisal was not managed effectively. This course will allow learners to learn and practice the skills required to plan and conduct effective appraisal meetings.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Successfully plan for the appraisal meeting
- Use their questioning and listening skills to conduct the appraisal more effectively
- Improve their communication skills and remain fair and consistent with all staff
- Understand the impact body language has on the communication process
- Gain confidence in dealing with tricky situations during the appraisal

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: AN INTRODUCTION

- The purpose and benefits of appraisals and the role of the appraiser and the manager
- Being a coach, not a judge
- The barriers to effective appraisals

TOPIC 2: PREPARING FOR THE APPRAISAL

- Information gathering - previous appraisals/managers input etc.
- The appraisal plan
- Importance of giving notice; fairness; equality;
- Candidate Rating Pitfalls - Halo-Effect; Negative Effect; Central Tendency; etc.
- Setting SMART goals

TOPIC 3: CONDUCTING THE APPRAISAL MEETING

- Establishing an open, honest & participative discussion
- Communication Skills - Active Listening/Body Language/Para-language
- Controlling the meeting with effective questioning
- Gaining agreement and commitment on objectives and goals
- Documenting outcomes and follow up

TOPIC 4: HANDLING DIFFICULT/AWKWARD APPRAISALS

- Understanding different personality types
- Engaging the professional brain rather than the emotive brain
- Strategy for managing the conversation - T.A.L.K (Take Charge, Affirm, Listen, Keep Respect in Mind)
- Hot phrases and words to avoid
COURSE OVERVIEW

This 1-day course is suitable for managers who are responsible for making and recommending decisions. This course has been designed to teach learners how to apply systematic decision-making processes to reduce risk and choose the best course of action for their project, team and organisation.

During the course staff will learn how to set the context around which decisions must be taken, how to evaluate all factors involved to develop possibilities, how to assess each possibility against set criteria to identify the best option and then how to develop that into a successful decision.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Apply a robust decision making process that works
- Evaluate the relevant factors effecting their decision
- Identify alternatives for a given problem and systematically evaluate each
- Communicate the decision to promote buy in and enhance commitment
- Re-evaluate and assess decisions made
- Be confident in the knowledge that the best decisions are being made
- Apply the decision making process to a "live" decision they are currently facing
- Have a personal action plan to apply learning back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: INTRODUCTION TO DECISION MAKING

- Components of a good decision
- Challenges of making a good decision
- Group decision making
- Limitations on rational decision making
- Decision making process - Problem Identification; Decision Criteria; Generating Alternatives; Evaluating Alternatives; Implementing Best Alternative; Evaluating Effectiveness

TOPIC 2: UNDERSTANDING THE PROBLEM

- Putting the problem into context - What? Why? When?
- What are the constraints?
- Evaluating the Factors and criteria effecting the final decision

TOPIC 3: GENERATING AND ASSESSING ALTERNATIVES

- Techniques for generating alternatives
- Rating/Scoring the pros & cons of each
- Identifying and mitigating risks

TOPIC 4: IMPLEMENTING THE CHOSEN ALTERNATIVE

- Implementation Plan?
- Communicating your decision
- Re-evaluating and assessing your decision
2 Day Conflict Resolution Course Outline

COURSE OVERVIEW

This 2-day course is highly practical and it includes different case studies and opportunities to explore the specific challenges faced by each learner.

During the course, we will review the theory behind the destructive nature of conflict and review methods of dealing with potential conflict, current conflict and historical conflict.

At the end of the course learners will have a greater understanding of the nature of conflict and will have more confidence in their approach to solving conflict.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the nature of conflict
- Identify and deal with the behaviours that trigger conflict
- Explain the positive aspects of conflict
- Understand the different approaches to resolving conflict
- Have the confidence to confront people assertively
- Manage conflict appropriately and professionally
- Avoid the negative impact of conflict and work towards compromise and resolution

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: UNDERSTANDING CONFLICT

- Aspects and dynamics of conflict
- Definitions of conflict and why it happens

TOPIC 2: COMMUNICATING WHEN CONFLICT ARISES

- The key interpersonal skills for resolving conflict
- Listening without judgment and asking focused questions
- The impact of body language

TOPIC 3: IMPACT OF CONFLICT & MANAGING CONFLICT

- Positive Outcomes of conflict
- Negative effects of conflict on the team
- How individual actions can cause conflict
- Conflict management styles and knowing your conflict style

TOPIC 4: STRATEGIES FOR DEALING WITH CONFLICT

- Dealing with difficult people, conversations
- Processes and skills for moving beyond conflict
- Disciplinary Code, Grievance Procedures and Positive Working Environment Policy

TOPIC 5: INVESTIGATING CONFLICT SITUATIONS

- Completing thorough investigations
- Agreeing, implementing and monitoring solution
- Supporting those involved in conflict or disputes
Emotional Intelligence Course Outline

COURSE OVERVIEW

This highly interactive one day course is perfect for anybody who wants to develop their own Emotional Intelligence, explore their own real life situations using EI tips and hints and to perform at their best.

This course explores the foundational principles of Emotional Intelligence and helps participants to develop their personal leadership skills, enabling them to perform and lead at their best, and connect with others in a more meaningful way.

LEARNING OUTCOMES

By the end of the course each learner will have:

- A clear understanding of how working relationships can be improved
- An insight into the emotions which shape their own and others' behaviours
- The ability to control and deal with their emotions
- The skills to read and respond effectively to the emotions of others
- An understanding of how to build emphatic relationships with others

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: WHAT IS EMOTIONAL INTELLIGENCE?

- Defining Emotional Intelligence (EI)
- EI Core competencies and benefits

TOPIC 2: BUILDING YOUR EMOTIONAL INTELLIGENCE

- Self-Assessment - your personal strengths and weaknesses
- Importance of self-awareness for development
- Your emotional responses and their impact on others
- How feedback can help to make us more self-aware

TOPIC 3: HOW TO RESPOND TO OTHERS' EMOTIONS

- Cultivating awareness of others' emotions
- Building rapport with a broad range of people
- Managing and engaging emotions within your team
- Building emphatic relationships

TOPIC 4: WHY RELATIONSHIPS SUCCEED OR FAIL

- Building and managing internal and external relationships
- Communicating with and influencing others for enhanced results
- Managing conflicts with others - including feedback and difficult conversations
- Developing others using emotional coaching
COURSE OVERVIEW

The consequence of poor risk management in a business cannot be overstated. We only have to look at what has happened to some organisations recently. Certainly, awareness of risk has increased as we currently live in an unstable economic and political environment.

The purpose of this risk management one-day workshop is to provide managers with a solid understanding of business risks and how to manage them. The workshop is likely to be particularly relevant to people responsible for areas such as business processes, operational, project and programme risk.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Provide a framework and process for the management of risk
- Appreciate the need for the management and review of risk
- Understand a variety of techniques to identify, assess, manage and monitor risks
- Recognise the importance of planning and implementing an identified risk management plan
- Appreciate the barriers and benefits of good risk management

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: AWARENESS OF RISK MANAGEMENT

- Definition of what constitutes a risk
- The need for risk management and its benefits to the business
- The risk management process
- Importance of the effective identification, assessment and management of risks
- How risk management fits with your every day management

TOPIC 2: IDENTIFYING ALL REALISTIC RISKS

- Methods of capturing all types of relevant risks
- Identifying the causes of risks
- Describing each risk in a way that enables the effective analysis of the risk

TOPIC 3: ASSESSMENT OF IDENTIFIED RISKS

- Understand why there is a need to analyse risk either qualitatively or quantitatively
- How analysis of each risk converts the statement of the risk into decision making information
- Consistent approach to the assessment of each risk and the use of a risk assessment matrix

TOPIC 4: RESPONSE PLANNING FOR RISKS

- Areas of risk management response plans for identified risks, in order to have an effect on the probability or their impact.
- Selection of an appropriate risk response strategy dependent on the importance of the risk and the cost benefit of the response
TOPIC 5: DOCUMENTATION AND MANAGEMENT OF RISKS

- The purpose of recording these details for each risk and the documents used during risk management
- The details for each risk that need to be included in a risk register
- Recording of action taken to mitigate and manage the risk
- How a risk register is used in the monitoring and control of each risk
- Communicating the results of monitoring the risks with key staff and stakeholders
Change Management Course Outline

COURSE OVERVIEW

The Change Management course will explore the current Organisational Environment of your company and current change situations. Learners will get the opportunity to practice the skills needed to manage change effectively using real projects from the organisation.

The course will give the team a chance to share their experiences and knowledge - together they will create a change management strategy that can be used back on the job. This strategy can then be used to ensure other people on the team are quick to accept change and the organisation experiences minimum disruption.

At the end of the course learners will have a Change Management Toolkit for understanding change, planning change, implementing change and communicating change.

LEARNING OUTCOMES

By the end of the programme each learner will have:

- A practical change management strategy that can be applied back on the job
- Self-assessed their existing skills and identified areas of improvement that will benefit them in leading the change process
- An understanding of the real barriers to change and how to overcome them
- Knowledge of tools and techniques that can be used throughout the change process - understanding change, planning change, implementing change and communicating change

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: UNDERSTANDING CHANGE

- Why is change necessary?
- The link between change management and business results
- The phases of change
- Key principles of continuous improvement
- Why change can fail

TOPIC 2: CONDITIONS FOR SUCCESSFUL CHANGE

- How organizational culture can impact change
- Critical success factors - sponsorship; buy-in; involvement; impact; communication; readiness;
- Barriers and resistance to change

TOPIC 3: IMPLEMENTING AND MANAGING CHANGE

- The change management team - skills required; roles; responsibilities;
- Change management models, tools and techniques
- Developing a robust change strategy/plan
- Managing resistance to change
- Implementing change

TOPIC 4: MONITORING CHANGE AND MAINTAINING MOMENTUM

- Collecting and analysing results
- Identifying gaps and implementing corrective action
- Celebrating success/rewarding achievements
COURSE OVERVIEW

The 2-Day course will give learners the essential skills required to work as an inspirational coach and the tools and techniques needed to give feedback in a productive yet honest way.

Although giving feedback should be a positive thing where the employee feels valued and motivated, in reality this is not always the outcome. However, if done well, stress and conflict are significantly reduced and the overall objectives of the team are met.

During the course learners will also discover their individual coaching style and identify key areas to work on to develop their abilities.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand their role as a coach in developing others
- Confidently structure coaching arrangements and coaching meetings
- Improve their communication skills and remain fair and consistent with all staff
- Make use of the latest coaching models and styles
- Understand the impact body language has on the communication process
- Deliver honest feedback in a motivating manner
- Gain confidence in giving constructive criticism
- Have a personal action plan to apply learning back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: WHAT IS WORKPLACE COACHING?

- The role of the coach
- Differences between coaching and mentoring
- Coaching framework

TOPIC 2: SKILLS OF A COACH

- Communication and building rapport
- Giving positive feedback
- Constructively challenging

TOPIC 3: COACHING TOOLS AND TECHNIQUES

- Wheel, TGROW & TEFCAS

TOPIC 4: PREPARING FOR A COACHING SESSION

- Information gathering - previous sessions/managers input etc.
- Importance of giving notice; fairness; equality;
- Candidate Rating Pitfalls - Halo-Effect; Negative Effect; Central Tendency; etc.
- Setting SMART goals

TOPIC 5: FACILITATING COACHING SESSIONS

- Goal Setting
- Session format
- Building Self-Awareness and confidence to succeed
TOPIC 6: GIVING FEEDBACK

- Understanding different personality types
- Engaging the professional brain rather than the emotive brain
- Strategy for managing the conversation - T.A.L.K (Take Charge, Affirm, Listen, Keep Respect in Mind)
- Hot phrases and words to avoid
- Ending on a positive note
Negotiation Skills Course Outline

COURSE OVERVIEW

This one-day course has been designed to provide all the skills needed to conduct effective negotiations while maintaining positive long-term business relationships.

During the course learners will discover their individual style of negotiation and identify key areas to work on to develop their style to become more effective while negotiating.

At the end of the course each learner will have a clear approach to negotiating the best possible outcome.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the importance of thorough planning and preparation
- Use their influencing skills to control and guide meetings/calls with customers or colleagues
- Develop a negotiation process that works for them
- Improve communication and rapport building skills
- Have more confidence dealing with difficult situations and deadlock
- Have a personal action plan to apply learning back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: NEGOTIATION - AN INTRODUCTION

- The negotiation process
- Characteristics & essential skills of successful negotiators and styles of negotiation
- Self-assessment of your own style - the associated strengths and weaknesses

TOPIC 2: PLANNING YOUR NEGOTIATION STRATEGY

- Setting objectives/goals - what do you want to achieve?
- Identifying alternatives - what if you can't reach an agreement?
- Relationship - how could this impact the negotiation?
- Outcome - what is the expected outcome?
- Identifying concession areas - what can you compromise on? BATNA.

TOPIC 3: BUILDING RAPPORT

- Understanding human behavior and mindsets
- Building rapport - managing the relationship during negotiations
- Understanding their wants and needs
- Verbal and non-verbal communication

TOPIC 4: CONDUCTING NEGOTIATIONS

- Techniques for opening and developing negotiations
- Assessing the balance of power
- How to avoid weakening your position - making concessions while keeping control
- Dealing with deadlock
- Closing and confirming
Effective Teamworking Course Outline

COURSE OVERVIEW

The Effective Team Working Training is an intensive team development course for the whole team, including their managers. You’ll find your team outperforms even the best individual team member, achieving outcomes from this course that are far beyond those of conventional team building or team planning days.

The course assists forward thinking teams to develop more of the unfulfilled potential of both the individual members and the group as a whole.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the meaning of a team
- Improve individual and group productivity
- Build a high performance team
- Establish clearly defined team goals and develop a Plan of Action to achieve them
- Determine clear roles and responsibilities within the team
- Improve communication within the team

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: THE POWER OF EFFECTIVE TEAMWORK

- The benefits of teamwork
- What is a team?
- Accepting that challenge

TOPIC 2: SIX KEYS TO TEAM SUCCESS

- Key 1: Establish clearly defined team goals
- Key 2: Develop a plan of action to achieve these goals
- Key 3: Identify roles and responsibilities
- Key 4: Measure and monitor
- Key 5: Ensure that all team members are engaged and committed
- Key 6: Work together with commitment and determination

TOPIC 3: HIGH PERFORMANCE TEAMWORK

- Accepting responsibility and becoming accountable
- Communicating for results
- Trust creates respect, synergy and success
- Celebrating your success

TOPIC 4: PERSONAL ACTION PLAN

- Recognising areas that you need to build on
- Developing your personal action plan
COURSE OVERVIEW

This 2-day course provides a deep-dive into all areas of Agile and Scrum. The course will give you a better prospective on Agile & Scrum Principles and the most common myths that surround it. On this course, we also simulate a scrum project, taking on the roles, using the artefacts and experiencing the ceremonies defined in the Scrum Framework.

At the end of the course learners may choose to sit their Professional Scrum Master level 1 (PSM I) assessment if they would like to become PSM™ Certified Professional Scrummasters.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Be aware of the rationale behind Agile
- Understand the fundamental shift in thought processes
- Have familiarised themselves with the Scrum Framework
- Understand the vocabulary of Scrum and Agile terms
- Be ready to complete the PSM I Exam

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: INTRODUCTION TO AGILE

- Agile values, principles and practices and The Agile Manifesto
- Plan driven versus Agile - how Scrum is different from traditional Project Management
- Business benefits of Agile and common agile practices

TOPIC 2: THE SCRUM FRAMEWORK

- Scrum Roles - Characteristics & Demands of the Scrum Roles and self-organising teams
- Scrum Events - The Sprint / Sprint Planning / Daily Scrum / Sprint Review & Retrospective
- Scrum Artefacts - Product Backlog / Sprint Backlog / The Increment
- How backlogs, information radiators and explicit policies help a team be effective

TOPIC 3: REQUIREMENTS MANAGEMENT IN AGILE

- Exercise: Using User Stories to Manage Requirements
- Rightsizing Work - Delivering Product Increments
- Exercise: Breaking up Work and Defining Spikes

TOPIC 4: RELEASE AND SPRINT PLANNING

- Prioritisation for Maximising Value and Minimising Risk
- Minimum Viable Features, Releases, Costing and Planning Scrum Projects
- Working with Scrum at Scale and across Distributed Organisations

TOPIC 5: SCRUM SIMULATION

- Here we simulate a scrum project, taking on the roles, using the artefacts and experiencing the ceremonies defined in the Scrum Framework
Introduction to Project Management Course

COURSE OVERVIEW

Our one-day Introduction to Project Management course provides learners with an overview of the essential skills, tools and techniques that they need to successfully manage and participate in projects.

The course focuses on the fundamental principles of successful project management and incorporates a number of easy to apply, effective tools and techniques that will give your team a common language and baseline of understanding of how projects should be managed internally.

LEARNING OUTCOMES

By the end of the course each learner will:

- Understand the definition of a project
- Identify the project team
- Plan for projects
- Better manage their time
- Manage conflict through assertive negotiation
- Understand Project control, Project close and evaluation

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: AN INTRODUCTION TO PROJECT MANAGEMENT

- Defining what we mean by a project
- The project life-cycle
- The role of the Project Manager and other key stakeholders

TOPIC 2: PROJECT PLANNING

- Defining a project - setting and agreeing objectives, scope and constraints
- Useful tools and techniques used in planning a project including work breakdown structures, Gantt charts, network diagrams and critical path analysis;
- How to make time and cost estimates more credible and realistic
- Simple risk management tools and techniques

TOPIC 3: PROJECT IMPLEMENTATION

- How to monitor, track and control activities
- Determining corrective actions to keep the project on track
- Change management process and version control
- How to communicate the status of a project more effectively

TOPIC 4: CLOSING AND REVIEWING PROJECTS

- Understanding the need for a controlled close to a project
- Measuring success - what actually happened against the plan
- Learning lessons - both positive and negative
2 Day Project Management Course

COURSE OVERVIEW

This 2 Day course provides learners with all the essential skills, tools and techniques needed to manage projects.

The aim of this programme is to provide learners with a working knowledge and understanding of how to manage projects by using best practice. This is a practical programme which will provide participants with the skills and techniques required to effectively manage each stage of a project.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Recognise when it is appropriate to adopt a ‘project’ approach to managing workload
- Clearly define projects to provide clarity in terms of scope, roles and responsibilities and other key factors
- Apply a simple life-cycle to a project to break it into easy to manage stages
- Be more effective in monitoring and controlling the project work, change requests and resourcing pressures by using best practice processes and techniques
- Understand what lessons can be learned from managing work using a project approach

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

**TOPIC 1: INTRODUCTION**

- Introduction to the Project Management Framework

**TOPIC 2: INITIATION & STAKEHOLDER MANAGEMENT**

- Defining the Project
- Identifying Project Stakeholders

**TOPIC 3: PLANNING THE PROJECT**

- Project Scope & Quality Management
- Using a Work Breakdown Schedule (WBS) & a Scope Statement
- Defining Quality Metrics
- The Time Planning Process Using a Gantt Chart
- Understanding the Cost Estimating Process
- Change Control Procedure
- Identifying & Analysing Project Risk
- Developing Risk Responses

**TOPIC 4: PROJECT COMMUNICATIONS**

- Stakeholder Communication Plan
- Running Effective Project Meetings
TOPIC 5: EXECUTING, MONITORING & CONTROLLING THE PROJECT

• Monitoring & Controlling Performance Against the Plans
• Avoiding Scope Creep, assessing impact, updating plans

TOPIC 6: CLOSING THE PROJECT

• Essential steps to close a project effectively
QPI Level 6 Project Management Course

COURSE OVERVIEW

This 4 Day course is designed to give students a fast track introduction to the skills that are required to work effectively while managing projects of all sizes.

This course is very practical and interactive. All the core Project Management skills are covered including planning, managing and closing projects; risk management; resource and scope planning; quality control; leadership techniques.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Examine the key principles and concepts underpinning project management
- Investigate a range of approaches to plan, cost and manage a project
- Communicate project management planning operations
- Examine monitoring and evaluation techniques for a project
- Devise a risk analysis for a project to include the preparation of a contingency plan
- Evaluate the methodology and process of a selected project
- Utilise financial planning and budget models within the context of managing a project
- Manage a project taking corrective action where necessary to meet agreed goals

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: PROJECT MANAGEMENT PRINCIPLES

- Project Environment
- Project Management Systems
- Project Management Methodologies

TOPIC 2: PROJECT PLANNING

- Project Initiation Document
- The Project Plan
- Work Breakdown Structure (WBS)
- Resource and Budget Planning
- Change Control

TOPIC 3: QUALITY AND RISK MANAGEMENT

- Identifying, analyzing and clarifying risk
- Contingency Planning
- Quality Management Tools
- Quality Planning

TOPIC 4: MANAGING STAFF AND OTHER RESOURCES

- Defining the competencies needed
- Motivating and managing the project team
- Appraising the team’s performance
- Managing suppliers
TOPIC 5: PROJECT ADMINISTRATION

- Communications
- Cost/Schedule/Quality Control
- Closing the project
What is QQI Quality and Qualifications Ireland? 

QQI (Quality and Qualifications Ireland) is responsible for the development and review of the National Framework of Qualifications (NFQ).

QQI was established to combine the stand alone agencies of FETAC, HETAC and NQAI. This means that awards previously offered as FETAC Level 6 have been revised, redesigned and are now QQI Level 6 awards.

Award Type and Credit Value for this Course

Project Management is a Level 6 Minor Award. It sits at Level 6 on the National Framework of Qualifications (NFQ), and carries 15 credits. The course code is 6N4090.

How Do I Get Certified?

- Attend DCM Learning’s 4 Day QQI Level 6 Project Management Course
- Complete Self-Directed Learning & Accompanying Assessment Work
  - Project - 70% + Assignment - 30%
  - Self Directed Learning includes research, reading, study, practice, reflection and preparation of assessment work
- Submit your Assessment Work
  - You must submit your assessment work within 6 weeks of completing your training
- Achieve Your QQI Certification
  - You will receive your QQI approximately 3 to 4 months after you have submitted your assessment work
Lean White Belt Course Outline

COURSE OVERVIEW

This one-day course has been designed to give your team a common understanding of the capabilities, goals and objectives of a Lean Six Sigma Programme.

The true experts are those who do the work every day, so this course is an excellent way to develop all the staff to a Lean Six Sigma culture. Bad culture will always beat good process, so changing the culture is key to success.

During the course participants will learn about Six Sigma, Lean principles and the practical application of these tools and techniques, as well as how they can actively direct, manage and participate in these programmes.

LEARNING OUTCOMES

By the end of the course each learner will have:

• An overall understanding to the concepts, tools and principles of Lean
• An overall understanding to the Six Sigma philosophy, the DMAIC methodology and the tools and techniques used in Six Sigma
• Some initial criteria and guidelines for selecting, reviewing and evaluating Lean Six Sigma projects
• A fundamental understanding of how these programs can be applied to deliver an effective continuous improvement program to reduce waste and variation in the business

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: UNDERSTANDING LEAN

- History of Lean Six sigma
- Understanding DMAIC (Define Measure Analysis Improve & Control)
- Developing and understanding a story board
- Understanding the tools and techniques

TOPIC 2: DEFINING, MEASURING & ANALYSING PROJECTS

- Introduction to Moving Range Charts
- Understanding TQM and lean Six Sigma
- Understanding FMEA (Failure Mode & Effect Analysis)
- Identifying project opportunities
- Understanding and producing a Process Map
- Understanding Metrics and Fish Bone diagrams

TOPIC 3: IMPLEMENTING CHANGE

- The Nature of Change and Overcoming Resistance
- Tools and techniques for Effective Change and Business Transformation
COURSE OVERVIEW

This 2-day workshop is an introduction to the methods of Lean and Six Sigma. These approaches to process improvement reduce waste, boost productivity and increase overall profitability. Lean Six Sigma can be successfully implemented in organisations of every size and in all sectors of industry.

The aim of this 2-day Yellow Belt course is to improve the understanding and awareness of learners in lean processes and techniques.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand history and reasons for Lean six sigma
- Understand the concepts, tools and principles of Lean
- Understand the Six Sigma philosophy, the DMAIC methodology and the tools and techniques used in Six Sigma.
- Have an understanding of the similarities, differences and practical applications of both Six Sigma and Lean approaches.
- Take part in small projects using the basic understanding of tools
- Have an understanding of how Lean Six Sigma can be integrated into the company’s management systems
- Identify some initial criteria and guidelines for selecting, reviewing and evaluating Lean Six Sigma projects.
- Have a practical understanding of how these programs can be applied to deliver an effective continuous improvement program to reduce waste and variation in the business.

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: DEFINE AND MEASURE

- Six Sigma, DMAIC methodology, Lean Systems, Cost of Poor Quality (COPQ)
- Identify waste and understand the 8 Lean Waste Streams
- Define a problem statement, use a Project Charter and Project Schedule
- Introduction to SIPOC and VOC
- Stakeholder Communication Plan
- Introduction to Process Mapping
- Collecting and Measuring Data, Control and Pareto Charts

TOPIC 2: ANALYSE AND IMPROVE

- Team techniques
- Cause-Effect Diagrams
- Brainstorming
- Prioritise potential causes
- Decision making tools

TOPIC 3: CONTROL

- Visual Management
- Review and Action on a continuous basis PDCA
IASSC Lean Six Sigma Green Belt Course

COURSE OVERVIEW

Our 5-day Green Belt training course is recommended for anyone working in or hoping to move into a lean environment.

During the course participants will learn about Six Sigma, Lean principles and the practical application of these tools and techniques, as well as how they can actively direct, manage and participate in these projects.

Learners will complete an exam on the final day of the course to achieve their Green Belt certification through the IASSC.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Have a practical understanding of the history and reasons for Lean Six Sigma
- Practically understand the concepts, tools and principles of Lean Six Sigma
- Be familiar with the key tools needed to solve practical business problems
- Understand how Lean Six Sigma can be integrated into a company’s management systems.
- Identify some initial criteria and guidelines for selecting, reviewing and evaluating Lean Six Sigma green belt projects
- Understand how these programs can be applied to deliver an effective continuous improvement program to reduce waste and variation in business
- Collect and use process data

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: DEFINE

- Project Charter
- Business Case
- Key Customers
- House of Quality and Stakeholder Analysis
- Voice of the Customer (VOC)
- Critical to Quality Requirements (CTQ)
- Verifying CTQs
- Hi-Level Process Mapping
- Value Stream Mapping
- Hoshin Kanri (Policy Deployment)
- Project Planning

TOPIC 2: MEASURE

- Understanding Variability
- Measurement Basics
- Measurement Process and Plan
- Selecting Measures
- Measurement System Analysis (MSA)
- Data Definition and Sources
- Sampling
- Measuring Yield and Process Capability
- Implementing the Measure Plan
Course Content

TOPIC 3: ANALYSE

• Data Analysis
• Scatter Diagrams
• Run Charts and Pareto Analysis
• Frequency Charts
• Variation and Defect Analysis
• Process Mapping & Analysis
• Value Stream Analysis
• Complexity
• Cause & Effect Analysis (CNX)
• Root Cause Analysis
• 5 Whys and verifying Causes
• Review and Action on a continuous basis PDCA

TOPIC 4: IMPROVE

• Brain Storming
• Process Vision
• Lean Principles
• Enabling Flow
• Level Scheduling
• Total Productive Maintenance (TPM)
• Kanban
• Visual Management
• How to run Kaizen events and Improvements teams
Course Content

- Change Management
- Force Field Analysis
- Implementation Planning

TOPIC 5: CONTROL

- Simple and necessary documentation (SOP’s)
- Mistake Proofing/Poka Yoke
- Statistical Process Control
- GEMBA Walks
- Lean Six Sigma Score Cards
About the IASSC

The International Association for Six Sigma Certification (IASSC) is a Professional Association dedicated to growing and enhancing the standards within the Lean Six Sigma Community.

IASSC is the only independent third-party certification body within the Lean Six Sigma Industry that does not provide training, mentoring and coaching or consulting services. IASSC exclusively facilitates and delivers centralised universal Lean Six Sigma Certification Standards testing and Lean Six Sigma training program Accreditations.

Accredited Training Organisation

DCM Learning is an Accredited Training Organisation (ATO) and our trainers are Accredited Training Associates (ATA) with IASSC.

How Do I Get Certified?

- **Attend DCM Learning’s 5 Day IASSC Lean Six Sigma Green Belt Course**

- **Complete a Work Based Assignment (Optional)**
  Learners on the course have the option of submitting a work based project

- **Attempt the 2 Hour 60 Question Multiple Choice Exam**
  In order to pass the exam each learner needs to achieve a minimum grade of 80%
Kanban Course Outline

COURSE OVERVIEW

Our Kanban Course is a highly interactive one-day course and provides in-depth training in Kanban practices and the principles that underpin the Kanban method. The course is useful for anyone who wants to be successful using Kanban within their organisation, or anyone who works with teams utilising Kanban.

The Kanban method is an evolutionary approach to change and change management by starting with what you already do; respecting current roles; responsibilities and job titles; encouraging acts of leadership at all levels, and agreeing to pursue incremental, evolutionary change that evolves business processes using a Kaizen approach that reduces the risks associated with complex change programmes.

We have the benefit of working with multiple teams in a variety of organisational settings and we have helped them navigate the difficult process of adopting Kanban.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the core principles and practices of Kanban
- Apply Kanban in multiple project settings
- Identify and size work items
- Map Value Streams and expose bottlenecks
- Calculate and limit Work in Progress (WIP)
- Manage work flow and handle variability

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: KANBAN FUNDAMENTALS

• Kanban Core Practices
• When is Kanban Typically Used?
• Identifying work items
• Value streams - mapping the Knowledge Discovery Process

TOPIC 2: KANBAN BOARDS

• The Relationship between a Kanban Board and the Value Stream
• Setting up and using a Kanban Board
• Different Options for Kanban Boards
• Queues and Buffers

TOPIC 3: LIMITING WORK IN PROGRESS (WIP)

• Queuing Theory - Little's Law
• Calculating Lead Time; Calculating Throughput; Calculating WIP
• Calculating Release Time
• Why Limit WIP
• Techniques to Limit WIP
• Where to Apply WIP Limits
TOPIC 4: MEASURING AND MANAGING FLOW

- Cumulative Flow Diagrams; Measuring Lead Time; Measuring WIP; Measuring Flow;
- Identifying problems and variability
- Five Focusing Steps to Remove Bottlenecks
- Interpreting a Control Chart
- Interpreting a lead time distribution chart
- The impact of variability
- Techniques and strategies for removing variability
COURSE OVERVIEW

This 1-day course is highly practical and each learner will have the opportunity to work on their own projects and practice setting up resources, tasks, dependencies, schedules, milestones etc. and generating reports. The course also looks at how the application can be tailored to customize your project views.

The course provides the learner with an understanding of the first principles of Project Management Planning techniques, and how to use Microsoft Project, to construct their projects into manageable components. This structure will provide valuable information to help the learner to manage their projects more effectively.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Create a Work Breakdown Structure (WBS)
- Set up tasks to create a schedule and allocate resources to these tasks
- Create project reports
- Manage multiple projects
- Track actual cost and actual work

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: MANAGING PROJECTS

- Setting project baselines
- Updating an active project - Dealing with delays and conflicts
- Monitoring progress

TOPIC 2: WORKING WITH TASKS

- Creating and modifying task lists / summary tasks / milestones
- Dependency Links
- Lag and lead time
- The Critical Path

TOPIC 3: WORKING WITH MULTIPLE PROJECTS

- Types of multiple projects
- Inserting and linking sub-projects
- Setting baselines

TOPIC 4: PROJECT MANAGEMENT REPORTS

- Pre-defined Reports - Dashboard / Resource / Cost / Progress
- Creating your own reports
- Visual reports using Excel or Visio
COURSE OVERVIEW

This one-day interactive workshop will provide you with an understanding of the sales environment and give you the fundamental skills required to meet client challenges.

This course is ideal for any member of staff needing an awareness and understanding of key selling skills. Whether your contact is written, on the phone or face-to-face this course will provide the understanding of the sales process and sales psychology so that you won't ever feel out of place.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the psychology behind the modern day purchasing decisions that your customers make
- Recognise how to make positive connections with every customer every time
- Develop key sales skills
- Handle every objection professionally and productively
- Manage challenging customer behaviour
- Understand customer needs
- Promote your own organisation
- Be aware of your strengths and limitations
- Prepare a personal development plan

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: UNDERSTANDING SALES

- Why people buy and how we sell
- The principles of selling, influencing and persuasion
- What is a sales process?
- The profile of a sales person

TOPIC 2: KEY SELLING SKILLS

- Why we need to question
- Active listening
- Building your confidence and keeping motivated
- Key sales techniques
- Influencing and persuading skills
- Building rapport with customers

TOPIC 3: YOUR ROLE IN SALES

- Identifying new business opportunities
- Customer retention
- Promoting your organisation

TOPIC 4: UNDERSTANDING CUSTOMERS

- Why the customer is always important but not always right
- What does the customer need?
- How you can help with customer relationships
Course Content

TOPIC 5: PERSONAL DEVELOPMENT

• What you will change back in the workplace
• What else do you need
• Next steps
Consultative Selling Course Outline

COURSE OVERVIEW

This two-day high impact workshop focuses on how a sales person works in partnership with their customers to explore and identify customer issues and needs. You will learn how to help your customers make an informed decision that not only solves problems but also adds value. You will also understand why customers buy and more importantly why they should buy from you.

This workshop allows you to step into your existing and potential customers’ world to gain a greater appreciation to their business issues. This workshop will give you the skills to build a strategy and adapt your sales process and style to support your client’s buying decision. This consultative approach to selling delivers encouraging, mutual, long term benefits.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Move towards a consultative and added value selling model to improve results and generate opportunities
- Develop an awareness of the different Social Styles and develop a strategy to adapt your sales style
- Identify the root cause of your customer’s problems and offer the ideal solutions
- Understand the effect of your sale on your customer’s business
- Link your offer to financial ROI
- Create a greater commercial awareness of your client
- Ensure that you understand and deliver both tangible and intangible benefits to your customers
- Develop the skills and behaviours needed to successfully deliver solutions that win business
- Be aware of client developments and market trends

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

**TOPIC 1: CUSTOMER DECISION MAKING STYLES**
- The theory behind the four different purchasing decision making styles
- The impact on relationships when styles are not in-sync
- A strategy to adapt sales approach to compliment customer buying decision making style

**TOPIC 2: PREPARING FOR THE CUSTOMER CONVERSATION**
- Research the customer’s business and refresh on known facts and past conversations
- Create assumed potential wants and needs to develop rebuttals and potential solutions
- Be clear of your call objectives, having linking questions that invite a conversation
- Creating a first class impression, in 30 seconds

**TOPIC 3: BUILDING RAPPORT WITH CUSTOMERS**
- The importance of personal presentation, body language and personality
- Assessing the customer’s style and behaviour
- Self-assessment on own body language and the message it may send

**TOPIC 4: ANALYSE THE SITUATION AND IDENTIFY NEEDS**
- Researching the scope and strength of the competition
- Differentiating your products and service from your competitors by adding value
- Competitors’ sales strategies - strengths and weaknesses
- Using questions that drill for true needs
- Summarising impact of customer needs to create opportunity
Course Content

TOPIC 5: PRESENTING SOLUTIONS AND GAINING COMMITMENT

- Analysing your fears, objections and doubts
- Design solutions with options and flexibility
- Blend products, sales processes and problems together
- Presenting your proposal using persuasion and influencing skills
- Creating commitment by linking benefits to the client’s needs
- Understand when to close and what style to use
Effective Selling Skills Course Outline

COURSE OVERVIEW

This one-day course takes a fresh look at the key steps in a robust sales process including - sales planning, identifying and qualifying opportunities, rapport building, the sales pitch, overcoming objections and advanced closing techniques to ensure the team are delivering a clear, consistent and compelling sales message.

At the end of the course each learner will understand the sales process as it applies to Lionbridge and understand the different kinds of customers and how to handle them.

LEARNING OUTCOMES

By the end of the course each learner will have:

- Understand the importance of thorough planning and preparation
- Take a best-practice approach to the sales process and develop a process that works
- Better identify opportunities and maximize them
- Understand different kinds of customers and how to handle them
- Use their influencing skills to control and guide meetings/calls with customers
- Have more confidence dealing with difficult situations and deadlock
- Have a personal action plan to apply learning back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: UNDERSTANDING SALES

- The importance of the sales function with your organisation
- What does a good sales person look like? Banishing stereo-types
- What criteria do our clients use to make a decision?
- What sets us apart from our competition?

TOPIC 2: SELLING SKILLS

- Key Account Management
- Rapport building - developing long term relationships
- Asking high-value questions
- Active listening skills
- Handling Objections - the most common objections and how to handle them

TOPIC 3: THE SALES PROCESS

- Sales Planning - generating and qualifying your leads
- Understanding your customer and adapting your sales pitch to suit
- Planning your sales calls and follow-ups
- Presenting your sale - getting your point across without the waffle;
- Knowing when and how to close the sale
- Collecting payment after the sale is made
- The after sales service - managing account expansion; up-selling & cross-selling

TOPIC 4: PERSONAL ACTION PLAN

- Recognising areas you need to work on and developing your personal action plan
Sales Negotiations Course Outline

COURSE OVERVIEW

This practical and energetic two-day workshop provides all the skills sales people need to conduct profitable negotiations and maintain positive long-term business relationships.

This workshop will enable you to negotiate the best possible terms, seek out the buyer’s real position and business drivers. You will understand how to negotiate based on offering solutions and adding value rather than price-focused conversations. The learning process is accelerated using interactive techniques to enable learners to negotiate with confidence and skill back in the workplace.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

• Develop a negotiation strategy that supports rapport building and assertive conversations
• Understand and demonstrate the 6 steps to negotiation
• Use the most appropriate strategies and tactics for effective negotiation
• Understand and demonstrate how to create value in your proposals that don't only focus on price
• Strategise and prioritise your concessions and their trade value
• Be able to calmly work through client objections to manoeuvre through deadlocks
• Get past deadlocks and achieve profitable agreements
• Prepare and plan for the best possible results
• Recognise when and how to close the deal
• Understand the behaviours and signals of your client and respond to secure the best deal

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: PLANNING YOUR NEGOTIATION STRATEGY

- Win-Win collaborative negotiation - what does this mean for you?
- How to plan and prepare for a successful negotiation
- Negotiation styles - identifying the different styles and their outcomes
- Creative use of concessions to reduce price discounting while maintaining mutual value
- Calculating and using your "No Deal Below"
- How to negotiate creatively
- How to avoid weakening your position
- Giving and getting concessions

TOPIC 2: BUILDING RAPPORT - THE BUYER AS A PERSON

- Understanding human behaviour and mindsets
- Procurement - getting them on side
- How to listen for what's NOT being said
- Verbal and non-verbal communication - controlling yours and reading theirs.
- Assertive body language and written communication
- Understanding what part of your proposal isn't suitable if declined

TOPIC 3: TACTICS AND TECHNIQUES

- Techniques for opening and developing negotiations
- Rapport building - reducing barriers
- Identifying the negotiating games people play
- Recognising negotiation tactics and how to bring the conversation back to a collaborative negotiation
- Assessing and redressing the balance of power
TOPIC 4: PERSONAL DEVELOPMENT

- Recognising developmental areas; building on your strengths
- Committing yourself to change on return to the workplace
- Maintaining your motivation levels and boosting your drive
Telephone Sales Course Outline

COURSE OVERVIEW

The 1-day course takes a fresh look at the key steps in a robust telesales process including preparing for the call, using effective scripts, the sales pitch, overcoming objections and advanced closing techniques to ensure the entire team are delivering a clear, consistent and compelling sales message.

Finally, the course covers how staff can best use their communication skills to understand their customers better and to make the most of each interaction with the customer.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the importance of thorough planning and preparation
- Take a best-practice approach to the telesales process
- Use advanced communication skills to make the most of each interaction with the client
- Use their influencing skills to control and guide calls with clients
- Have more confidence dealing with difficult situations and deadlock
- Have a personal action plan to apply learning back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: WHAT DO WE WANT FROM THE CALL?

- The importance of preparation for yourself, your product and your client!
- Identifying the most to gain and the least acceptable
- Developing ways of measuring call success

TOPIC 2: GETTING PAST BLOCKERS

- Who are they?
- Why do they do what they do?
- Developing an empathy, working in cooperation not confrontation
- Examples of techniques that work

TOPIC 3: SELLING SKILLS

- Rapport building - developing a connection with your customers
- Asking high-value questions
- Active listening skills
- Handling Objections - the most common objections and how to handle them

TOPIC 4: TALKING THE RIGHT WAY

- Demonstrating confidence
- Pacing and using silence correctly
- Listening deeply and using relevant questions to create involvement
- Making the call a pleasure - for all involved!
COURSE OVERVIEW

This course will provide you with the skills and structure you need to deliver effective and persuasive sales presentations with real impact. The course aims to provide a simple step by step process to building a presentation and the delivery skills you need to deliver the presentation in a way that generates buy in and engagement.

The course will show you how to gather all of the information you need for your presentation, how to structure your presentation, then how to deliver the information in a clear, structured and engaging way.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Know how to gather all relevant information needed for a sales presentation
- Be able to put together a persuasive and engaging presentation using a simple step by step structure
- Generate buy in by delivering a presentation with the wow factor that engages the audience
- Be able to control nerves and appear highly confident
- Know how to develop engaging presentation aids such as PowerPoint Slides, Handouts and Flip Charts

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: GATHERING FACTS

• Setting the objective(s) for your presentation
• What to include in your presentation
• Where to get the information that you need

TOPIC 2: STRUCTURING A SALES PRESENTATION

• An easy to follow sales presentation structure
• What information goes where
• Ensuring it all fits together and flows

TOPIC 3: BUILDING PRESENTATION AIDS

• PowerPoint slides with impact
• Using flip charts and handouts
• Where to put presentation aids and how to use them as part of the presentation

TOPIC 4: DELIVERING WITH IMPACT

• Body language, voice and language to use for maximum impact
• Positioning when delivering the sales presentation
• Generating engagement and interest in what you are saying

TOPIC 5: CLOSING THE PRESENTATION

• How to conclude the sales presentation effectively
• How to handle questions and resistance
• Asking if they want to buy
Finance for Non Financial Managers Course

COURSE OVERVIEW

This 1 Day course enables your team to get straight to the heart of financial issues, demystifying financial information and giving them confidence and control when making financial decisions.

The course helps learners to gain a clear understanding of the fundamentals of business finance and the financial implications of decisions they make.

Finally, the course looks at preparing and managing budgets as well as tips and techniques for managing payment schedules and bad debts.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Read accounts and understand financial issues
- Understand how their day-to-day decisions impact profit and cash-flow
- Review financial information relating to the business
- Manage the budgeting process
- Understand the importance of good credit management

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

**TOPIC 1: THE NATURE AND PURPOSE OF ACCOUNTING**

- A simple model of your organisation's accounting framework
- Who uses the accounts and what do they use them for?
- Where can you find out about the organisation's financial position?
- Analysing your competition

**TOPIC 2: PROFIT AND LOSS ACCOUNTS, BALANCE SHEETS AND CASH FLOW STATEMENTS**

- Structure and terminology, what they tell us and why they need to be reviewed
- Using financial information as a management tool
- Understanding how operational income and costs are accounted for

**TOPIC 3: MANAGING FINANCE**

- Understanding working capital: What it is? How can we manage it?
- The distinction between profit and cash flow
- Considering sources of funding
- Putting together a robust budget and negotiating budget funding
- Assessing variances and re-forecasting the budget

**TOPIC 4: CREDIT MANAGEMENT**

- Understanding the need for credit
- Reducing the risk of bad debts
- Determining "Can't Pay" versus "Won't Pay"
- Types of customers - Willing and Able/Unwilling but Able etc.
- Problem Solving - working towards resolving the debt, creating urgency, getting commitment
Credit Control Course Overview

COURSE OVERVIEW

This 1 Day course has been designed to show your staff how to deal effectively with the common problem of overdue accounts while maintaining positive customer relations. The course focuses on the importance of good communication and negotiation skills via e-mail and telephone to ensure prompt payment of part or full amount.

The course will help learners adapt their communication style, be aware of communication barriers and techniques to overcome them and show empathy. It will give them the skills to know when to be forceful and when to step back and discusses stimulus response and showing empathy.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Tackle their ledger with more confidence and increase the number of bad debts resolved
- Understand the importance of identifying the decision maker in the payment process
- Understand the importance of customer service throughout the collection process
- Be aware of the barriers to communication and techniques to overcome them
- Understand how working relationships can be improved with communication
- Adapt their communication style for different situations and cultures
- Handle objections and stalls more effectively
- Better assess each debtor's ability to pay and negotiate realistic repayment schedules
- Follow a step by step approach to handling tough debts

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: BALANCING GOOD CREDIT CONTROL WITH GOOD CUSTOMER SERVICE

- Understanding the need for credit
- Reducing the risk of bad debts

TOPIC 2: EFFECTIVE COMMUNICATION TECHNIQUES

- Understanding how working relationships can be improved with communication
- Adapting your communication style for different situations and cultures
- Understanding the impact of verbal and non-verbal communication on the message you are trying to deliver
- Knowing when to be forceful and when to step back
- Making the transition to the payment arrangement, handing objections
- Follow up - emails/letters/keeping records/evaluating the call

TOPIC 3: USEFUL NEGOTIATION TACTICS AND TECHNIQUES

- Techniques for opening and developing negotiations
- Assessing the balance of power
- Questioning and listening skills - keeping yourself ahead
- How to negotiate creatively and how to achieve win-win scenarios
- How to avoid weakening your position
- Giving and getting concessions

TOPIC 4: COLLECTING TOUGH DEBTS

- Determining “Can’t Pay” versus “Won’t Pay”
- Knowing when to escalate and Problem Solving techniques
Introduction to MS Excel Course Outline

**COURSE OVERVIEW**

This course introduces you to the basic commands, functions and capabilities of Microsoft Excel. It is designed for those who are new to spreadsheets. You will begin to learn how to input data, work with formulas and functions, and then create tables and charts in order to demonstrate figures visually and attractively.

This course will help users to understand and utilise those functions and enable the user to become more efficient in the workplace.

**LEARNING OUTCOMES**

By the end of the course each learner will be able to:

- Get started with Excel
- Create a basic worksheet
- Modify a workbook
- Use formulas and functions
- Format an Excel worksheet
- Manage worksheets and workbooks

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

**TOPIC 1: GETTING STARTED WITH EXCEL**
- The Excel Ribbon, Excel Tabs; and The Formula Bar
- Column, Row Headers and Sheet Tabs
- The Status Bar and Speed Keys

**TOPIC 2: BASIC CALCULATIONS**
- Auto Sum, Entering a Calculation and Functions

**TOPIC 3: FORMATTING WORKSHEETS**
- Style and Enhancements; Alignment, Formatting Number and Show Formulae
- Clearing a Worksheet, Using Relative and Absolute Cell Addresses, Circular References, Auto Fill and Customer Lists

**TOPIC 4: WORKING WITH WORKSHEETS AND CELLS**
- Using Go To; Moving Data with Drag-and-Drop
- Cut, Copy, Paste; Moving Entries (Cut and Paste), Copying Cell Contents (Copy and Paste)
- Using the Office Clipboard, Using Find and Replace

**TOPIC 5: STRUCTURING THE WORKSHEET**
- Inserting and Deleting Rows and Columns
- Inserting, Deleting Worksheets; Hiding Rows and Columns

**TOPIC 6: WORKING WITH DATA LISTS**
- Setting up, Sorting and Filtering lists
Intermediate Excel Training Course

COURSE OVERVIEW

This course is designed for learners who have used Excel before and want to expand their knowledge, improving formatting, organising data, highlighting key information and creating formulas/links between sheets.

The course will introduce new concepts for sorting data, and building conditional formulae. If you think you know Excel, this course will show you what you’ve been missing. Learners will leave feeling a new confidence in their Excel expertise and ready to take on new challenges with data.

During the training session, each learner will work through exercises and practice using the various Excel features covered during the course.

LEARNING OUTCOMES

By the end of the session you will be able to:

- Quickly summarise multiple sheets of data into one
- Turn long lists and reports into easy to read tables
- Formulas to check whether cells pass or fail your rules
- Create links between cells so that they all update automatically
- Highlight targets, trends, duplicates and errors with Conditional Formatting
- Formatting and layout consistency by saving as a Template

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: WORKING WITH LARGE SHEETS

• Hiding Rows and Columns
• Worksheet Panes
• Grouping and Ungrouping
• Naming Ranges

TOPIC 2: WORKING WITH DATA LISTS

• Sorting Lists
• Forms in Excel
• Filtering Lists
• Custom Filters
• Setting up lists

TOPIC 3: REPORTING

• Summary Reports - Sub Totaling Data
• Multiple Subtotals & Removing Subtotals
• Summary Report Outlining

TOPIC 4: DATA ANALYSIS

• Analysing Data with PivotTables
• Creating & Modifying a PivotTable
• Changing a PivotTable Summary
• Functions
TOPIC 5: PROBLEM SOLVING

- Goal Seek
- The Scenario Manager
- Scenario Summaries
- IF Functions
- Nested IFs
Advanced Excel Course Outline

COURSE OVERVIEW

This advanced course is aimed at learners who have a good grounding in Excel either from experience or from attending our Intermediate Microsoft Excel training course. If your job involves manipulating and analysing data in Excel, you will find this course very useful.

This advanced course focuses on the vast array of functionality of Microsoft Excel and will allow learners to enhance their skills. The course also goes into detail on how to normalise data and analyse it with Pivot Tables.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Import data into Excel, prepare it and set up pivot tables to analyse it
- Record macros and create icons on the toolbars to run them
- Understand how to locate errors in formulas and evaluate them
- Use analysis tools to forecast figures based on a range of scenarios
- Ensure important data is highlighted by summarising large workbooks and sorting data into key elements

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: WORKING WITH MULTIPLE SHEETS

- Opening a second workbook
- Worksheet Linking; Update Links
- Linking Calculations and Using Paste Special
- Object Linking and Embedding

TOPIC 2: ADVANCED FUNCTIONS

- Data Tables and Goal Seeker
- Solver;
- IF, Nested IF;
- LOOKUP; HLOOKUP; VLOOKUP
- Text Functions; Date & Time Functions

TOPIC 3: ADVANCED FILTERS

- Data Consolidation;
- Pivot tables and charts

TOPIC 4: MACROS

- Simple Macro editing with Visual Basic
- Creating and Running Macros and Assigning Macros to a toolbar

TOPIC 5: WORKING WITH SCENARIOS

- Creating and viewing scenarios
- Creating and editing templates
1 Day Excel VBA Course Outline

COURSE OVERVIEW

This one day course introduces advanced Excel users to the process of writing and editing Macros in Excel. No prior programming experience is required. You will learn how to Record a Macro, Run a Macro, create a Standard Module, create a Sub Procedure, create a Function Procedure, create an Event Procedure and much more.

Upon completion of the course, you will have gained an introduction to the skills necessary to apply VBA to develop macros, format worksheets, create user-interactive macros, work with multiple worksheets, and perform calculations.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Use the macro recorder
- Understand the Visual Basic Editor
- Develop Procedures
- Manage the Flow of Control using control structures
- Debug procedures
- Understand the Excel Object Model

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

**TOPIC 1: GETTING STARTED**

- Introducing Visual Basic for Applications
- Displaying the Developer Tab in the Ribbon
- Recording a Macro
- Running a Macro
- Editing a Macro in the Visual Basic Editor
- Understanding the Development Environment
- Using Visual Basic Help
- Closing the Visual Basic Editor
- Understanding Macro Security

**TOPIC 2: WORKING WITH PROCEDURES AND FUNCTIONS**

- Understanding Modules
- Creating a Standard Module
- Understanding Procedures
- Creating a Sub Procedure
- Calling Procedures
- Using the Immediate Window to Call Procedures
- Creating a Function Procedure
- Naming Procedures
- Working with the Code Editor
TOPIC 3: UNDERSTANDING OBJECTS

- Understanding Objects
- Navigating the Excel Object Hierarchy
- Understanding Collections
- Using the Object Browser
- Working with Properties
- Using the With Statement
- Working with Methods
PowerPoint Course Outline

COURSE OVERVIEW

This 1 Day course has been designed to give learners an understanding of the key features of PowerPoint and how to use them to prepare for and deliver effective presentations remotely and face-to-face.

This course is very practical and interactive. Exercises and case studies will be used throughout to allow learners to self-assess their current skills and identify areas of improvement.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Navigate the PowerPoint toolbar/ribbon
- Understand when to use different slides
- Insert and resize text, charts and graphics
- Use sound and video to enhance the presentation
- Create powerful presentations using PowerPoint
- Confidently run a PowerPoint slide show while delivering presentations
- Identify key areas they need to work on to improve their presentations

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: AN INTRODUCTION

• Exploring the PowerPoint environment
• Working in different presentation views
• Opening, Closing, Printing and Saving presentations
• Various slide layouts
• Using Help features

TOPIC 2: CREATING YOUR PRESENTATION

• PowerPoint Templates
• Using Themes and Backgrounds
• Working with text boxes and shapes
• Formatting
• Arranging Slides
• Slide Transitions

TOPIC 3: DIAGRAMS, CHARTS AND TABLES

• Inserting and Editing Charts
• Inserting and Editing Tables
• Inserting and formatting Smart Art
• Advanced Animation
TOPIC 4: USING YOUR PRESENTATION

- Normal View/Slide Sorter View/Notes Page View
- Running and navigating your slideshow
- Printing your presentation
- Emailing your presentation

TOPIC 5: PRACTICE SESSION

- Each learner will be invited to take part in a short practice session with individual feedback given by our trainer
Data Protection Course Outline

COURSE OVERVIEW

This course has been designed to give staff who handle client or employee personal information an understanding of the Data Protection rights and responsibilities in Ireland. The course also covers the new obligations on Data Controllers under the new General Data Protection Regulation (GDPR).

During the course learners will look at Ireland’s Data Protection Laws and how these effect their own business environment. The course also looks closely at the key responsibilities of data processors and controllers, the 8 principles of Data Protection and how these principles work in practice.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the importance of having adequate and robust data protection procedures
- Know the legal framework for data protection
- Understand, in practical terms, how to ensure compliance with the eight rules of data protection
- Understand the new GDPR obligations
- Know the key provisions of the Data Protection Acts
- Understand the key Definitions and the eight Data Protection principles
- Practical applications of data protection legislation in the workplace
- Know the key definitions of the GDPR
- Understand new obligations for data processors and controllers
- Be familiar with the consequences of non-compliance

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: GDPR OVERVIEW

- The current EU and Irish Data Protection legislation & requirements
- The current privacy framework and how it impacts organisations
- The drivers for the changes to the regulations
- Privacy Shield and why Safe Harbour had to be replaced

TOPIC 2: ELEMENTS OF GDPR

- What does the GDPR cover
- Structure of the GDPR
- Definitions and Principles
- What is consent under the GDPR
- Subject access requests
- Collecting personal data from data subjects
- Collecting data from other sources
- Other data subject rights
- Controllers and Processors
- Records required
- Risk & Security Breach reporting
- Transfers of personal data
- Supervisory authorities
Course Content

TOPIC 3: DATA PROTECTION WITHIN THE ORGANISATION

- How to prepare for the GDPR changes
- Board Support
- Data Protection
- Officer Governance
- Communication Information
- Staff Education & Training Privacy by Design Consent
Interviewing Skills Course Outline

COURSE OVERVIEW

The aim of this one-day course is to develop the knowledge and skills necessary to perform effective interviews ensuring that the selected candidate is the best fit for the job.

During the course learners will look closely at all stages of the interview process with particular focus on conducting the interview and how to obtain the relevant information from the interviewee through skillful questioning, probing and listening techniques. There will also be an emphasis on competency-based interviews and how to prepare questions based on the competencies needed for the given job.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Be aware of employment laws that are relevant when interviewing candidates
- Understand the purpose and benefits of competency based interviews
- Clearly define required competencies and develop job and candidate specifications
- Devise a rating system and scoring sheets to measure candidates against the required criteria and competencies needed for the given job
- Prepare competency based interview questions
- Utilise effective questioning and listening techniques during interviews
- Overcome challenges commonly faced in the interview process
- Follow a best practice, structured approach to evaluating and selecting the right candidate

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

**TOPIC 1: AN INTRODUCTION**
- Interviewing techniques
- How to complete an effective job analysis to define the recruitment process
- Legal matters - employment law and avoiding discrimination
- The role of the interviewer (HR versus Line Managers)

**TOPIC 2: BEFORE THE INTERVIEW**
- Preparing the interview room - selecting time and venue, room layout
- Developing job and candidate specifications
- Translating the job specification into the rating sheet competencies
- Preparing for the Interview - competency based questions and general questions
- Devise a rating system and scoring sheets to measure candidates against the required criteria
- Reading CV’s and short-listing applicants

**TOPIC 3: CONDUCTING THE INTERVIEW**
- Opening the Interview
- Note taking during the interview
- Effective Communication Skills - verbal and non-verbal
- Questioning Techniques/Do's and Don'ts - Open / Closed / Probing / Hypothetical Questions
- Phrasing competency based questions and probing for answers
- Sources of Error in Interviews - personal bias; halo effect; interviewer fatigue etc.
- Closing the Interview
TOPIC 4: AFTER THE INTERVIEW

- Evaluating candidates - reviewing candidate performance against the rating system
- Maintaining objectivity and consistency of ratings
- Providing candidate feedback
COURSE OVERVIEW

Our four-day QQI Certified Level 6 Training Delivery & Evaluation training programme covers the nature of training, improving presentation and training skills, the trainer’s role, individual learning styles and best practice methods for evaluating training sessions.

Self-directed learning and assessment work are required after the course to achieve QQI Accreditation. At the end of the course each learner will be equipped with tools to train people to a high standard and start training immediately.

LEARNING OUTCOMES

By the end of the course each learner will have:

- Been introduced to the Training Cycle and understood the importance of TNI & Design as critical elements to the delivery and evaluation of the broad spectrum of training interventions.
- Outlined the concepts and theories underlying the delivery and evaluation of training interventions.
- Explored the elements which impact on the effectiveness of a training session to include the learning environment, the trainer, learning methodologies, and the group dynamics of participants.
- Demonstrated an awareness of a range of issues to include equality, diversity and disability in the context of current legislation.
- Appraised a range of evaluation models, tools and techniques used in a training intervention.
- Delivered appropriate training content and materials using a range of training aids.
- Applied a range of training delivery and evaluation skills in the delivery of a training session

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: PLANNING YOUR TRAINING SESSION

• Structuring your day - scheduling breaks/energisers/activities
• Types of activities to schedule based on time of day
• The best time to conduct reviews and summaries
• Developing professional slides
• How to design handouts
• How to engage learners

TOPIC 2: DELIVERY SKILLS

• Developing confidence and overcoming nerves
• Questioning and listening techniques
• Your professional image - professional slides/effective speaking skills
• Building rapport with your learners
• How to motivate learners and keep your courses fun and exciting
• The “survival” skills needed to succeed in training.
• Dealing with difficult delegates

TOPIC 3: EVALUATING TRAINING PROGRAMMES

• Models of evaluation
• Design your own evaluation forms
• Gathering evaluation data
• Analysing the results obtained from training
• Determine training problems and improvements
• Preparing an evaluation report
• Providing written and verbal feedback
What is QQI Quality and Qualifications Ireland)?

QQI (Quality and Qualifications Ireland) is responsible for the development and review of the National Framework of Qualifications (NFQ).

QQI was established to combine the standalone agencies of FETAC, HETAC and NQAI. This means that awards previously offered as FETAC Level 6 have been revised, redesigned and are now QQI Level 6 awards.

Award Type and Credit Value for this Course

Training Delivery and Evaluation is a Level 6 Minor Award. It sits at Level 6 on the National Framework of Qualifications (NFQ), and carries 15 credits. The course code is 6N3326.

How Do I Get Certified?

| Attend DCM Learning’s 4 Day QQI Level 6 Training Delivery and Evaluation Course |
| Complete Self-Directed Learning & Accompanying Assessment Work |
| Skills Demonstration - 40% + Assignment - 40% + Learner Record - 20% |
| Your Skills Demonstration will take place on the final day of your training. Self Directed Learning includes research, reading, study, practice, reflection and preparation of assessment work |
| Submit your Assessment Work |
| You must submit your assessment work within 6 weeks of completing your training |
| Achieve Your QQI Certification |
| You will receive your QQI approximately 3 to 4 months after you have submitted your assessment work |
COURSE OVERVIEW

This practical training programme has been designed to provide a comprehensive foundation on the effective planning and delivery of training in the workplace. At the end of the course each learner will be equipped with the tools to train people to a high standard and start training immediately.

By delivering a bespoke Train the Trainer course we can be sure to build on the existing experience of your current training team and focus on a delivery style that best fits your working environment.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Clearly identify the objectives of future training events
- Choose the appropriate training methods and course content to meet these objectives
- Deliver effective training sessions with confidence
- Overcome difficult situations or problems that can occur during a training session
- Evaluate the effectiveness of the training against the pre-determined objectives

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: TRAINING FUNDAMENTALS

- Understanding and motivating adult learners
- Recognising and overcoming barriers to learning
- Designing training to suit different learning styles
- Understanding the dynamics of group learning

TOPIC 2: PLANNING YOUR TRAINING SESSIONS

- Establishing aims & objectives
- Structuring your training course and creating lesson plans
- Structuring your day - scheduling breaks/energisers/activities
- Types of activities to schedule based on time of day
- Creating the right Learning Environment

TOPIC 3: DELIVERING TRAINING

- Training Techniques - ice-breakers; energisers; group work; maintaining engagement
- Facilitation skills
- Handling difficult situations

TOPIC 4: AFTER THE TRAINING

- Evaluating the effectiveness of your training event

TOPIC 5: PRACTICE

During the training there will be a number of practice sessions for each learner on subjects of their choice. Our trainer will advise on materials that can be used to assist in these practical sessions. Feedback will be delivered on a group and individual basis.
COURSE OVERVIEW

This is a highly practical course with scenario based exercises used throughout to allow learners to self-assess their current skills and share their experience with the group.

The aim of the course is to equip learners with the skills needed to guide their meetings or discussions through to a successful outcome.

The course will also cover techniques for handling virtual conversations and contributors to discussions.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Assess their current skills against a range of facilitation styles
- Get people active and engaged from start to finish
- Apply a structured approach to their discussions
- Maintain energy, participation and focus within the group
- Have a personal action plan to implement back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: UNDERSTANDING FACILITATION

• Characteristics of effective facilitation
• Skills and qualities of an engaging facilitator
• Stages of effective facilitation
• Structuring a facilitated session

TOPIC 2: COMMUNICATION SKILLS FOR FACILITATORS

• Building rapport with the group
• Active Listening Skills
• Questioning Techniques - open / closed / probing
• Assertively control the group to remain focused and reach decisions

TOPIC 3: GROUP DYNAMICS

• Understanding group behaviour
• Exploring and identifying group needs and expectations
• Maintaining participation and engagement
• Recognising and dealing with conflict in the group

TOPIC 4: PERSONAL ACTION PLAN

• Developing your personal action plan
Effective Mentoring at Work Course

COURSE OVERVIEW

This 1 Day course will teach learners the essential skills and techniques required to work as an inspirational mentor.

The course also looks at the mentoring ‘contract’, setting up mentoring sessions, how to ensure the mentoring time is protected, how to evaluate the effect of mentoring and gives advice on where to draw the line.

During the course learners will discover their individual mentoring style and identify key areas to work on to develop their abilities.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the difference between coaching, counseling and mentoring
- Understand clearly the roles of the mentor and mentee
- Confidently set up and oversee a mentoring agreement
- Make use of the latest mentoring models and styles to structure and make your meetings more effective
- Identify and avoid the common pitfalls of mentoring
- Have a personal action plan to apply learning back on the job

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
**TOPIC 1: BECOMING A MENTOR**

- Mentoring versus coaching versus counselling
- The role of the Mentor and Mentee; Benefits for both;
- Skills and qualities of a good mentor
- Considerations - Frequency & method of contact; Duration; Confidentiality; Expertise

**TOPIC 2: THE MENTORING PROCESS**

- Setting up a successful mentoring arrangement
- Beginning and managing the mentoring relationship
- Structuring meetings to ensure effectiveness
- Useful models, tools and techniques

**TOPIC 3: DEVELOPING YOUR MENTORING ABILITY/SKILLS**

- Self - assessment of your own mentoring style
- Motivating your mentee
- Dealing with conflicts/challenges
- Evaluating your effectiveness

**TOPIC 4: PERSONAL ACTION PLAN**

- Recognising areas that you need to build on
- Developing your personal action plan
LinkedIn for HR Professionals and Recruitment

COURSE OVERVIEW

This course have been designed to teach you how to exploit the features of LinkedIn to suit your purpose, your services, your clients and operating methods.

During the course we will look at best practice approach to attracting the best quality candidates by building your personal brand; promoting your company’s culture; using LinkedIn advanced search, groups and paid solutions. Each learner will leave the course with the information and tools they need to develop a social recruiting strategy.

The course is very practical and interactive. If possible each learner should have access to a laptop and LinkedIn account on the day so they can work through exercises and practice using the various LinkedIn features covered during the course.

LEARNING OUTCOMES

By the end of the course each learner will have:

- Better understand the key concepts and settings on LinkedIn to get the most out of it
- Use LinkedIn to connect with the local business community via individuals and groups
- Be able to narrow down suitable candidates using the Advanced Search and other tools
- Use Groups as an interactive and targeting tool
- Identify the key elements of building a social recruiting strategy
- Understand the key tools to aid social recruitment

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: GETTING HANDS ON WITH LINKEDIN
• How to attract talent
• How to promote your employer brand
• How to drive referral recruitment

TOPIC 2: TECHNIQUES TO RECRUIT WITH LINKEDIN
• Automated feeds: are they appropriate and what do they achieve?
• Content marketing and recruitment
• Conversational marketing techniques
• Understanding metrics and measurement in social recruitment

TOPIC 3: SOCIAL RECRUITMENT CASE STUDIES
• Learn from companies already effectively using social media for recruitment
• Case studies illustrating a number of different techniques across different social platforms

TOPIC 4: CREATING A SOCIAL RECRUITMENT STRATEGY
• Practical help to create a social media recruitment strategy that is relevant for your organisation
• Contextualising social media within your existing recruitment strategies and digital recruitment activity
• Understand the key elements needed to develop an effective social recruiting strategy
COURSE OVERVIEW

This one-day course focuses on the critical elements needed to communicate effectively. During the session, your team will learn how to get their message across assertively and to have more confidence dealing with conflict situations.

Each learner will leave the course with a better understanding of their individual communication style, how they can adapt this style to win others around and areas they need to work on to become more effective communicators.

This course is highly practical and interactive and includes discussion, exercises and activities based on real world scenarios. Our trainers will also encourage learners to bring in their own experience and discuss practical, local examples where relevant.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand what defines assertive behaviour
- Be aware of the barriers to communication and techniques to overcome them
- Know the difference between listening and hearing, and understand the importance of body language and questioning skills in communication
- Identify their own strengths and areas for development in terms of assertive behavior at work
- Use their body language more effectively to support assertive communication
- Use self-confidence building techniques to reduce negativity and increase self esteem

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: BUILDING RAPPORT - CREATING PRODUCTIVE RELATIONSHIPS

- Understanding what our customers/colleagues want/expect
- The use of questioning - closed/open/probing/funneling questions
- The importance of language used - speaking plainly
- Recognising different behaviours and choosing the appropriate, professional response

TOPIC 2: ESSENTIAL COMMUNICATION SKILLS

- Self-assessment of your own style - the associated strengths and weaknesses
- Active Listening - listening versus hearing
- Non-Verbal Communication - smile/eye-contact/posture/para-language
- Verbal Signs - questioning/reflection/clarification/summarisation

TOPIC 3: HANDLING CHALLENGING SITUATIONS AND PEOPLE CONFIDENTLY

- Understand why people behave the way they do
- Emotional impact of behaviours - yours and theirs
- Techniques to manage expectations
- Delivering bad news while maintaining relationships

TOPIC 4: PERSONAL ACTION PLAN

- Developing your personal action plan
COURSE OVERVIEW

The aim of this course is to provide learners with the key skills to develop the confidence and capacity to deliver compelling and influential presentations.

The course will provide learners with a strategy for taking the focus off their nerves by being knowledgeable, well practiced and prepared. The course also focuses on understanding the audience you are presenting to and how you can prepare the right content for them and keep them engaged throughout.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Have more confidence speaking/presenting to large groups
- Use storytelling to support their message
- Adapt their presentation/speech to suit each audience
- Make effective use of visual aids to support their message
- Understand the impact body language has on the presentation process
- Identify key areas they need to work on to improve their presentations/speeches

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: PREPARATION

- Aims and objectives - focusing on the key message
- Tailoring content and delivery for different audiences
- Refreshing old material
- Designing creative visual aids
- Preparing stories to support your message
- Bad presentations/speeches - what to avoid

TOPIC 2: DELIVERY SKILLS

- Developing powerful body language
- Positive language and appropriate gestures
- Connecting and interacting with your audience
- Top techniques for influence and credibility
- Effectively using appropriate visual aids

TOPIC 3: ADAPTING YOUR DELIVERY

- Profiling your audience for levels of interest and influence
- Adapting to different levels of understanding
- Dealing with difficult people, handling objections and thinking on your feet
- How to communicate technical details to non-technical and technical people
- Getting your point and ideas across clearly and persuasively

TOPIC 4: PRACTICE SESSIONS

- Each person will be asked to make a 5-minute presentation on a topic of their choice
COURSE OVERVIEW

This one-day course provides you with an extremely insightful and practical guide on how to manage yourself and the difficult people and situations that you encounter in your workplace. It will provide you with tips and techniques to enable you to develop the confidence to be proactive and not reactive when challenged by people and circumstances.

You will learn how to understand other people’s behaviour and how to respond appropriately. We will also look at how to manage reactions and emotions and how to work towards a solution where both parties are happy with the outcome and not take it personally.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the theory behind workplace behaviour
- Forge positive working relationships with difficult or uncooperative individuals
- Approach conflict situations with increased confidence in an appropriate and timely manner
- Adopt a confident, professional and appropriate style when faced with difficult people or situations
- Plan your personal strategy for dealing with difficult situations

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

**TOPIC 1: DEVELOPING AN UNDERSTANDING OF BEHAVIOUR**

- Understand why people behave the way they do
- Emotional impact of behaviours - yours and theirs
- Encouraging others to change non-productive work behaviour styles

**TOPIC 2: FORGING POSITIVE WORKING RELATIONSHIPS**

- Adopting a positive approach to your relationships with others
- Creating an open and honest working environment through constructive feedback

**TOPIC 3: MANAGING DIFFICULT PEOPLE**

- Recognise negative and aggressive behaviour patterns
- Understand and manage the situation rather than the person
- Identifying and dealing with the underlying causes of difficult behaviour

**TOPIC 4: ADOPTING A CONFIDENT AND PROFESSIONAL STYLE**

- Managing feedback on the impact of personal communication
- Recommendations to build a confident and professional approach
- A toolkit to be combined and adapted to suit your individual situation

**TOPIC 5: PLANNING YOUR PERSONAL STRATEGY**

- Develop a personal application plan
COURSE OVERVIEW

The emphasis of this workshop is on you and how you communicate. During the two days, 'what you do' will be examined and practiced through a series of experiential learning activities. An open mind and an adventurous spirit are a necessity for everybody wishing to attend this exciting workshop - over 70% of the time is spent participating in challenging scenarios.

You may well find yourself out of your comfort zone but you will leave the workshop with a personal action plan identifying the key changes to make and skills to practise to build your self-confidence and improve your communication techniques.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand what generates obstacles to getting people to engage and co-operate with you
- Understand how the human belief system causes you and others to adopt certain mind-sets and behaviours in particular situations
- Learn how to manoeuvre your mindset and that of others towards achieving a positive result
- Learn how to focus on and understand the messages being transmitted consciously and subconsciously from others so that you can use them to produce a beneficial result
- Change the way others feel by using phraseology, the way you sound and your physical presence
- Discover methods which will allow you to become flexible so that you can instantly access an array of strategies to deal with whatever the situation demands

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: HOW DO YOU COMMUNICATE?

- How do you want others to see you?
- The perception divide - why it makes positive outcomes difficult for you
- Belief Systems - the predator/prey model

TOPIC 2: CREATING THE RIGHT ATMOSPHERE

- Increasing sensitivity to conscious and unconscious messages
- 'What happens next?' - compelling others to listen
- Mental stimulus to create engagement

TOPIC 3: FACE TO FACE HIGH IMPACT COMMUNICATIONS

- Eliciting and controlling emotional responses through words, sounds and physicality
- Using psychological masks to change and control responses
- Pulling the right triggers to move the communication to where you want it to go

TOPIC 4: THEORY MEETS PRACTICE

- What impact do you generate? - the way others see it
- Creating a 'resonance' with others to gain co-operation
- Overcoming inhibitions

TOPIC 5: WORKING WITH OTHERS CONFIDENTLY

- Feedback - responding and encouraging accurate and fair feedback
- Dealing constructively with negative or unresponsive people
- Your personal 'blue print' for change
Influencing and Persuasion Skills Course

**COURSE OVERVIEW**

Learning how to influence and persuade others is one of the most valuable and transferable skills to have. This course takes you on a journey of self-awareness, using many different styles of learning to ensure that you leave with a sense of confidence, well founded on enhanced capabilities. In order to influence the thinking and behaviour of others, and persuade them to your way of thinking, you need to communicate confidently, build a relationship and remain assertive even when pressurised.

This course is designed to enable you to be more confident, influential and persuasive at work through recognising the link between your communication skills and the impact they can have on others.

**LEARNING OUTCOMES**

By the end of the course each learner will be able to:

- Communicate in a more persuasive manner with colleagues and individuals from outside your organisation
- Develop more effective and creative working relationships
- Explain complicated ideas in a manner which aids understanding and increases the likelihood of success
- Communicate with increased confidence at meetings
- Become a more active listener and use enhanced persuasion skills to act as an opinion shaper

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: EFFECTIVE COMMUNICATION SKILLS

• Defining the communication process
• Personal communication style, self-analysis/skills audit

TOPIC 2: POSITIVE AND ASSERTIVE COMMUNICATION

• Not saying ‘yes’ when you know you should be saying ‘no’
• Expressing your ideas in an assertive and effective manner
• Contributing at meetings and gaining co-operation from others

TOPIC 3: PERSUASIVE AND INFLUENTIAL COMMUNICATION

• Ensuring your communication is clear, concise and easily understood
• Enhancing your questioning and listening skills
• Persuasive communication - gaining others’ agreement

TOPIC 4: DIFFICULT SITUATIONS

• Creating a positive impression when dealing with senior colleagues
• Communicating difficult or sensitive messages

TOPIC 5: AN INTRODUCTION TO NEGOTIATION WITH OTHERS

• The core negotiation process when working with others
• Pre-negotiation - preparation and planning
• Concluding the negotiation - securing a win/win result
COURSE OVERVIEW

This course will help learners to understand the structures of minute taking and the format needed to produce the final document.

The aim of the course is to help learners improve their listening skills, practice note taking, understand the role of clear communication in producing succinct minutes, learn to separate what is really important from the “noise” of the meeting and produce minutes that help move your organisation’s agenda forward.

At the end of the course learners will have a valuable set of insights into the listening skills needed to understand the key points to be recorded and the structure and plain English skills to produce the final document.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand how people read today
- Create minutes that are a clear, concise, accurate record of salient points of a meeting
- Listen more effectively and take shorter notes
- Turn notes into minutes
- Use plain English so readers understand the minutes of the meeting in a readable and active style
- Work with annotated agendas and templates
- Create minutes for different purposes

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: PREPARING FOR THE MEETING

- Refresher of the basics
- Types of minutes and meetings
- Creating a functional agenda
- Types of Minutes, templates for formal and informal minutes
- Writing tips - effective lists/active voice/being concise/when to introduce an appendix
- Pitfalls - Jargon/longwinded expressions/bad grammar/redundant words/stocking fillers etc.

TOPIC 2: NOTE TAKING DURING THE MEETING

- Active listening skills
- Understanding what words and situations to focus on and listen for
- Using the five guidelines of "Plain English" for professionalism
- Comparing different models of actual notes taken in the same meeting
- What people expect to read in the minutes of high-level meetings
- Creating Draft Minutes

TOPIC 3: AFTER THE MEETING

- What to leave in and what to omit
- Ensuring the style of your minutes matches the approach of the meeting
- How to incorporate others attendees notes into the draft minutes
- Proofreading for accuracy/grammar/spellings/ambiguity etc.
- Handling corrections from meeting members
- Handling corrections from stakeholders who did not attend
- Options for distributing the finalised minutes
COURSE OVERVIEW

Our one-day course has been designed to equip learners with the skills needed to get their written message across clearly.

The course is very practical and interactive. We can incorporate your existing documents to aid group discussions and practical writing exercises to allow learners to self-assess their current skills and identify areas of improvement.

Our aim is that each learner leaves the course with a list of key points to take away and work on back on the job.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Write reports that are clear, concise and accurate
- Follow a structured approach to reduce the time it takes to write
- Summarise important points effectively
- Use plain English so readers can easily understand their message
- Avoid common spelling, grammar and punctuation errors
- Avoid producing wordy, repetitive or jargon-ridden reports
- Appreciate the importance of proof-reading all written communications

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: INTRODUCTION TO REPORT WRITING

• Characteristics & components of a good report
• Understanding your audience
• A structured approach - prepare; plan; proceed;

TOPIC 2: PROFESSIONAL AND APPROPRIATE WRITING STYLE

• Rules for writing in ‘Plain English’
• Determining the appropriate level of detail-summarising
• Writing tips - effective lists; active voice; being concise
• Common pitfalls - jargon; long-winded expressions; bad grammar; redundant words;
• Writing from a strength based perspective

TOPIC 3: DOCUMENT STRUCTURE

• Benefits of establishing style guides and document templates
• Structuring your document to look readable
• Layout guidelines- structure; differentiation; downward flow; whitespace; focal point;
• Designing documents for visual appeal - using bullet points; numbered lists; paragraphs; graphics;

TOPIC 4: THE FINAL DOCUMENT

• Eliminating mistakes
• Proof-read for Accuracy; Impression; Message; Appearance;
• Removing dead wood and waffle
• Proof-reading strategies
• Proof-reading marks
COURSE OVERVIEW

This introductory course looks at how people actually read copy online and how you need to prepare, write and edit your copy to meet that reality.

The course is editorial rather than technical in emphasis and will cover the principles and techniques involved in getting text right for an online environment. You are encouraged to bring in examples of your own work in order to put together your own strategy for writing online copy that works. You need no previous web writing experience to attend our Writing for the Web course.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Learn the ways and reasons why digital readers differ, and the implications for content writers
- Write for scannability
- The importance of easy navigation and interaction
- Get feedback on your websites, with suggestions for making short and long-term improvements
- Take simple steps to improve your website's ranking on search engines
- Create effective e-newsletters - and understand the dos and don'ts to get them read and noticed
- Learn other ways to improve your digital content

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: WRITING FOR THE WEB

- How digital readers differ
- Tuning into readers’ wants
- Essential techniques when writing for websites
- Improving digital content: importance of style guides, accessibility and proofreading

TOPIC 2: WEBSITES

- Webifying your copy (from a printed to website format)
- Eye-catching web pages - lessons from best practice
- Feedback on learners’ websites
- Search Engine Optimisation - the essential first steps

TOPIC 3: E-NEWSLETTERS

- The dos and don’ts
- Ways to increase your ‘click rate’ (percentage opened)

TOPIC 4: WRITING FOR SOCIAL MEDIA

- Writing for social media and blogs - how to make your content stand out
Proof Reading Course Outline

COURSE OVERVIEW

This 1 Day course is highly practical and provides learners with best practice tools and techniques to improve their proof reading skills.

After completing this course, learners’ proof-reading skills will be measurably improved and they will notice a reduction in the number of errors in their written communications.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Correctly identify common errors in grammar and punctuation
- Proofread documents in three key stages
- Apply appropriate proof-reading marks to a document
- Correctly scan a document that has proof-reading marks applied to it
- Improve their overall accuracy when preparing emails/documents/online content etc.

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: AN INTRODUCTION

- The Importance of proof-reading
- Your Deliverables - Accuracy/Timely/Consistency/Impartial/In-house Style Guides?
- Understanding your Audience
- The three stages - Prepare; Plan; Proceed

TOPIC 2: PROOF READING STRATEGIES

- Skimming
- Reading backwards - Conclusion/Body/Introduction
- Reading Aloud
- On screen versus off screen

TOPIC 3: PROOF READING MARKS

- Proof-reading symbols
- Proof-reading checklist

TOPIC 4: PROOF READING CHECKLIST

- Accuracy - spelling/grammar/punctuation etc.
- Impression - tone/word choice/intent etc.
- Appearance - consistency/spacing/font/bullets etc.
- Common Mistakes to recognize and avoid
Technical Writing Course Outline

**COURSE OVERVIEW**

This practical course is designed to support your team when they create, compile, edit or manage technical reports or documents. It aims to present the key principles and to make the task as simple as possible, using tools and techniques to change their mindset, language and detail used when writing technical documents and reduce the time needed to produce effective technical reports.

The course also offers practical advice on layout, style and language that can be used to make your document more readable and digestible for the intended audience.

**LEARNING OUTCOMES**

By the end of the programme each learner will be able to:

- Understand their target audience
- Be clear and concise when writing technical documents
- Apply a systematic approach to layout & structure
- Logically organise information
- Use plain and simple English grammar correctly
- Convincingly deliver figures, graphics, references & appendices
- Appreciate the importance of proof-reading all written communications

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: PLANNING AND PREPARATION

• Establishing the scope and purpose of the document
• Determining the appropriate level of detail
• Writing for your audience - ability to turn technical wording into plain English
• The collection, selection and arrangement of information

TOPIC 2: STRUCTURE AND SEQUENCE

• Benefits of establishing style guides and document templates
• Guidelines for sequencing and layout
• Designing for visual appeal - tables; figures; graphics
• Dealing with abstracts; summaries; recommendations; appendices

TOPIC 3: LANGUAGE USE AND PERSONAL STYLE

• Writing Tips - plain English rules; effective lists; active voice; being concise
• Common pitfalls - jargon; Technical, long-winded expressions and redundant words
• A refresher on punctuation
• Paragraph and sentence structure

TOPIC 4: PROOF READING AND EDITING

• Proof-read for accuracy; impression; message; appearance
• Removing dead wood and waffle
• Proof-reading strategies
• Proof-reading marks
• Practical Exercises- Rewriting existing documents
Customer Service Excellence Course

COURSE OVERVIEW

This 1 Day course will give your staff the skills they need to communicate professionally and enhance customer relationships to secure an overall competitive advantage through customer service excellence.

During the course learners, will analyse the essential ingredients of presenting a professional image i.e. Attitude and Behaviour. The course also covers how to best use their communication skills over the telephone, face to face and by email, how to understand their customers better, manage customer expectations and to make the most of each interaction with the customer.

Finally, the course looks at techniques for dealing with difficult customers, how to manage stress levels and remain professional during conflict situations so they can have the confidence needed to deal with difficult situations more effectively when they arise.

LEARNING OUTCOMES

By the end of the course each learner will:

- Be motivated to make the most of each interaction with every customer
- Identify the features of excellent customer service
- Have a better understanding of why excellent service is critical
- Understand what customers expect and what they can deliver on
- Have identified their own communication style and areas for improvement
- Have a step-by-step approach to handing difficult situations
- Be able to define what a difficult customer is and have methods to handle each type

Below you will find a proposed course outline detailing the topics that could be covered on the training programme.

Our trainer will also work with you directly before the course to get your input so we can tailor the content for each to suit the individual group
Course Content

TOPIC 1: CUSTOMER SERVICE EXCELLENCE

• Your role in representing the company
• Defining your responsibilities to your clients
• What are the features of excellent customer service?
• How to present a professional image - our appearance, attitude and behavior
• The customer relationship - building rapport/client expectations/continued engagement
• How can we go the extra mile?

TOPIC 2: PROFESSIONAL COMMUNICATION SKILLS

• Self-assessment of your own style - the associated strengths and weaknesses
• Communicating over the phone or by email - points of difference
• Non-Verbal Communication - smile/eye-contact/posture/mirroring/para-language
• Verbal - communicate effectively, good verbal written and oral
• Measuring client satisfaction - interpreting body language and vocal tones
• Maintaining confidentiality at all times

TOPIC 3: HANDLING DIFFICULT SITUATIONS AND PEOPLE WITH CONFIDENCE

• Understanding different personality types
• Types of difficult customers - talkative/demanding/indecisive/know-it-alls
• Engaging the ‘professional brain’ instead of the emotional, reactive brain
• Building confidence and remaining Assertive - being direct, honest and appropriate
• Handling complaints - measuring severity; knowing when to escalate; follow up;
• How to deliver unwelcome news and diffuse situations
• Handling criticism, put-downs, arrogance, persistence, and patronizing behaviours
Customer Relationship Management Course

COURSE OVERVIEW

This course will enable you to understand the root cause of customer complaints, manage customers expectations of you and your organisation and develop relationships that become long lasting.

This course helps you examine the root cause of customer complaints and what words and actions are required to ensure that your customers stay loyal to your organisation’s goods, products and services. At the end of the course you will take away a process mapping template to use with your teams to improve your customer service process.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand why your customers complain
- Analyse your customer service process and improve its value to your customer
- Use a variety of techniques to develop a customer-focused culture
- Apply an effective approach to handling difficult situations and people in an effective and professional manner
- Understand how to say ‘no’ but still retain your customers’ custom
- Increase the credibility of how you communicate with your customers

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: WHY CUSTOMERS COMPLAIN

- Cause and effect
- Your role and responsibilities
- Creating a customer-focused culture

TOPIC 2: THE CUSTOMER SERVICE PROCESS

- Top 10 essential steps
- Right first time complaint handling
- Managing and handling conflict and difficult situations

TOPIC 3: UNDERSTANDING CUSTOMER EXPECTATIONS

- Identifying your customers’ real needs and issues
- Managing complaints and reducing escalation
- Achieving ‘right first time’ standards

TOPIC 4: BUILDING CUSTOMER RELATIONSHIPS THAT LEAD TO LOYALTY

- Customer relationship management
- Getting it right; Process, Product, Value and Relationships
- Setting performance standards and key performance measures

TOPIC 5: PERSONAL APPLICATION PLAN

- What do my customers expect from me tomorrow?
- Planning for change
Receptionist Skills Course

COURSE OVERVIEW

This 1-day course will give your staff the skills they need to communicate professionally and enhance client relationships to secure an overall competitive advantage through customer service excellence.

During the course learners will analyse the essential ingredients of presenting a professional image i.e. Attitude and Behaviour. The course covers how to best use their communication skills to understand their customers better and to make the most of each interaction with customers. At the end of the course each learner will have a clear understanding of why excellent service is of primary importance.

LEARNING OUTCOMES

By the end of the course each learner will:

- Be motivated to make the most of each interaction with customers
- Understand the importance of a warm yet professional approach
- Understand that everyone is a customer, to some extent
- Understand what customers expect and why
- Understand their value to the team and how collaboration can make them stronger
- Juggle administration tasks and reception duties more effectively
- Identify and appreciate company values and etiquette

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: PROVIDING EXCELLENT CUSTOMER SERVICE

- Your role in representing your company while working on the reception desk
- Defining your responsibilities to your customers
- What are the features of excellent customer service?
- How to present a professional image - our appearance, attitude and behavior
- The client relationship - building rapport/client expectations/continued engagement
- How can we go the extra mile?

TOPIC 2: PROFESSIONAL COMMUNICATION SKILLS

- Self-assessment of your own style - the associated strengths and weaknesses
- The impact of poor questioning and listening - lost opportunities/angry customers
- Use of questioning - closed / open / probing / funneling questions.
- Non-Verbal Communication - smile/eye-contact/posture/mirroring/para-language
- Measuring client satisfaction - interpreting body language and vocal tones
- Telephone and email etiquette - points of difference and professional standards

TOPIC 3: MANAGING FRONT OF HOUSE

- Meeting and greeting visitors
- Juggling admin tasks without neglecting visitors
- Planning and organising your workday
- Handling unwanted/difficult visitors-engaging the ‘professional brain’ instead of emotional, reactive brain

TOPIC 4: PRACTICAL EXERCISES AND ROLE PLAY
Dealing with Aggressive Customers Course

COURSE OVERVIEW

This 1 Day course has been designed to address the need for Managing Aggressive Behaviour and Conflict situations in the workplace.

Working in a customer facing role can mean that staff are faced with abusive or confrontational behaviour. This course will teach all staff how to deal with aggression, help them to spot signs of anger and aggression and to take a planned and practiced approach to difficult situations.

LEARNING OUTCOMES

This course is designed to teach learners how to:

- Understand how to cope with anger, fear and stress and the effect this has on themselves and others
- Be able to identify aggressive behaviour
- Have a refined toolkit of techniques to avoid aggressive situations at work
- Be able to continue to communicate effectively in emotive situations
- Have techniques to help prevent incidents from escalating
- Be more confident in their ability to deal with difficult situations

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: IDENTIFYING AGGRESSIVE BEHAVIOUR

• What is aggression? Anger versus aggression
• How to recognize aggressive/unreasonable behaviour

TOPIC 2: PREVENTING AGGRESSIVE BEHAVIOUR

• Building rapport - creating a productive relationship
• Verbal and Non-verbal behavior to help defuse aggression and what not to do
• Active Listening skills - the 10 principles of listening
• Being assertive - techniques to build self-esteem and confidence

TOPIC 3: MANAGING AGGRESSIVE BEHAVIOUR

• Negotiation Skills - 5 basic principles of negotiation
• How to motivate others towards a win/win outcome
• The importance of personal safety - trusting your instincts
• What to do when safety becomes an issue
• Follow up procedure - debriefing management; sharing information with colleagues
• Coping with aggression after the event

TOPIC 4: HANDLING DIFFICULT PEOPLE

• Behaviour - what causes customers to be demanding or difficult
• Engaging the ‘professional brain’ instead of the emotional, reactive brain
• Unwelcome News - What to say when you can’t deliver what the client wants
• Handling criticism, put-downs, arrogance, persistence or patronizing behaviours
• Responding and resolving complaints - prioritise; escalate; communicate
COURSE OVERVIEW

This one-day course focuses on handling customer service and support calls. At the end of the course learners will have gained an understanding of important telephone techniques along with the confidence to handle difficult situations.

During the course learners will analyse the essential ingredients of presenting a professional image i.e. Attitude and Behaviour. The course also covers how to best use their communication skills to understand customers better and to make the most of each interaction with the customer.

Finally, the course looks at the challenges learners might face and how they can deal with difficult situations when they arise.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Understand the key etiquette needed for communication over the phone
- Understand what customers expect and why they behave certain ways
- Use their communication skills effectively to make the most of each interaction
- Listen effectively and have a polished conversation
- Ask the right questions and solve problems quickly and effectively
- Have a step-by-step approach to handling difficult situations with confidence

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: WHY & HOW WE NEED TO TAKE THE CUSTOMER EXPERIENCE TO THE NEXT LEVEL

- Understanding our customers - what do they expect?
- How to engage, empathise and build rapport
- Measuring customer satisfaction - interpreting responses, language and tone

TOPIC 2: ESSENTIAL TELEPHONE COMMUNICATION SKILLS

- Self-assessment of your own style - the associated strengths and weaknesses
- Points of difference, telephone v face-to-face
- Phraseology & language - using assertive, jargon-free positive language
- Use of questioning - closed / open / probing / funneling questions.
- Active Listening - listening versus hearing
- Highlighting personal areas for improvement and setting SMART goals to address them

TOPIC 3: CALL MANAGEMENT

- Telephone techniques - opening calls / bridging gaps in conversation / managing the conversation / closing calls smoothly
- Mastering the basics of holding and transferring calls efficiently
- Leaving voicemails

TOPIC 4: DEALING WITH CHALLENGING BEHAVIOUR

- Understanding of what causes customers to be demanding/difficult
- Engaging the ‘professional brain’ instead of the emotional, reactive brain
- Handling criticism, put-downs, arrogance, persistence or patronising behaviours
Social Media Course Outline

COURSE OVERVIEW

During this one-day course, we will focus on how to make the most of using Facebook, Twitter, LinkedIn and other social media platforms.

On the course, we will look at existing best practice Social Media accounts and how they can be used to give your company an online presence.

The trainer will provide a number of up to date practical tips, tools and useful planning techniques that learners can take from the classroom back to the office.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Appreciate the benefits of having a social media presence
- Be confident using the Twitter, Facebook and LinkedIn platforms
- Set up or improve a company/organisation page
- Automate elements of their social media marketing to free up time
- Identify content to best promote their services
- Understand the key sites and tools to aid social performance

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: AN INTRODUCTION

- The benefits of having a social media strategy
- What should be in your social media mix?
- Social Media etiquette and pitfalls to avoid

TOPIC 2: FACEBOOK, TWITTER AND INSTAGRAM

- Setting up your Facebook page, Instagram and Twitter Accounts
- Evaluate, improve and critique your existing Facebook, Instagram and Twitter Accounts
- Growing your subscribers (Likes) on Facebook
- Practical advice on the differences between personal and organisational pages
- Understanding Instagram
- How to advertise effectively, gain the right followers, have potential clients follow you

TOPIC 3: LINKEDIN

- Setting up your company page
- Best in class LinkedIn Profiles that attract customers and new talent
- Developing your profile to work best to attract your target audience
- Getting found on LinkedIn for your target keywords and areas of expertise
- Recommendations, messaging, endorsements and other on-site tools

TOPIC 4: WRITING ONLINE CONTENT

- Writing relevant content for the various platforms to promote events and maximise business impact
- Developing, collecting and filtering creative ideas
- Best practice examples of website and social media content that work
LinkedIn Course Outline

COURSE OVERVIEW

Our LinkedIn training course aims to teach your team on how LinkedIn suits their purpose, your services, your clients and operating methods; we then teach you how to exploit the features of LinkedIn to your team’s advantage.

The training is focused on how the team can use their LinkedIn profile to create a strong professional brand, generate new leads and expand their professional network. The course also looks at the LinkedIn tools available to recruit the right candidate for jobs within the company.

This course is very practical and interactive. If possible each learner should have access to a laptop and LinkedIn account on the day so they can work through exercises and practice using the various LinkedIn features covered during the course. Each learner will leave the course with actionable steps that they can implement straight away.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Better understand the key concepts and settings on LinkedIn to get the most out of it
- Create a Profile which will market and promote your services
- Use LinkedIn to connect with your local business community via individuals and groups
- Be able to target prospects using the Advanced Search and other tools
- Use Groups effectively as an interactive and targeting tool
- Develop a LinkedIn content marketing plan
- Confidently use the LinkedIn content marketing tools

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: KEY CONCEPTS OF LINKEDIN

- Why LinkedIn is key and its place in today’s business world
- Getting your settings right - top tips for recruiters
- Establishing a LinkedIn routine

TOPIC 2: DEVELOPING YOUR BRAND ON LINKEDIN

- Setting up your company page
- Best in class LinkedIn Profiles that attract candidates, clients and partners
- Developing your profile to work best to attract your target audience
- Getting found on LinkedIn for your target keywords and areas of expertise
- Recommendations, messaging, endorsements and other on-site tools
- Using Rich Media to stand out

TOPIC 3: GENERATING LEADS

- Finding and evaluating what groups to join
- Group participation best practices
- Methods and approaches to extend your network into relevant target areas
- Advanced search facilities to target new business & find the right people

TOPIC 4: SOURCING CANDIDATES

- Using the advanced search facilities to find the right candidates
- X-Raying LinkedIn to find the people you want to reach: practical advice to develop the right search strings
- Advertising jobs on LinkedIn
- Creating your LinkedIn Recruiting Strategy
COURSE OVERVIEW

This course is designed for all those who need to implement the digital marketing plan for their organisation. This workshop approach means a very hands on course which will get into the practical aspects of the day to day running of a digital marketing plan.

Covering best practice and using case studies throughout, the session offers a practical guide to the core techniques in digital marketing. Online tools and reference materials are highlighted throughout, enabling learners to leave with solid hands-on knowledge that you can implement immediately upon your return to the office.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Create a digital marketing strategy
- Understand search engine optimisation
- Plan and implement a PPC campaign
- Improve your search engine ranking
- Implement a blog campaign
- Construct an email campaign
- Start using social media
- Implement and measure a social media campaign

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: CREATING A DIGITAL MARKETING STRATEGY

• What it is capable of achieving
• Integrating with the marketing and communication strategy

TOPIC 2: SETTING UP THE DIGITAL INFRASTRUCTURE

• Web site development
• Social media
• Email campaign management
• The rules of e-commerce

TOPIC 3: SEARCH ENGINE OPTIMISATION

• The rules of SEO
• Improving and maintaining your ranking
• Understanding Google Analytics
• How to make Google Analytics work for your website Using Goals and Segments in Google Analytics

TOPIC 4: PAY PER CLICK CAMPAIGNS

• Setting up and managing the process

TOPIC 5: EMAIL MARKETING

• Building the database / selecting the audience
• Setting up the campaign
• Frequency and content
• Writing compelling emails
TOPIC 6: BLOGS & SOCIAL MEDIA

- Setting up a blog
- Attracting and retaining followers
- Planning your social media campaign
Google Adwords Course Outline

COURSE OVERVIEW

This session will guide you through setting up new campaigns, giving you a better structure and helping you to be more targeted with your ads. We will look at best practice techniques for navigating the AdWords interface to manage or create campaigns and our trainer will offer advice on confidently setting budgets and keyword and location bids.

Finally, we will identify ways to improve keyword matching to optimise performance and minimise duplication or crossover of ads.

This training is very interactive with practical demonstrations of your AdWords interface throughout the day.

LEARNING OUTCOMES

By the end of the course each learner will be able to:

- Configure their Google Adwords account correctly
- Understand the real meaning of Google Adwords terminology
- Use the AdWords interface to manage or create campaigns
- Better structure and target your AdWords campaigns
- Use keyword matching to optimise performance
- Confidently set budgets and keyword bids

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
TOPIC 1: SETTING UP ADWORDS CAMPAIGNS

- Optimising AdWords campaign structure
- Strategies to increase campaign targeting
- Using AdWords extensions to improve campaign performance
- Techniques to assign campaign budgets
- Setting keyword bids to meet marketing objectives
- Choosing between the search and display network

TOPIC 2: OPTIMISING GOOGLE ADWORDS CAMPAIGNS

- Essential ways to improve Google Quality Score
- Optimising PPC campaigns with keyword matching
- Improving performance with listing position
- Ad copywriting best practices
- Monetising your conversion rates with AdWords conversion tracking

TOPIC 3: MAKING IMPROVEMENTS WITH ADWORDS REPORTING

- Dealing with the deluge of data: what should I be regularly looking at?
- Understanding real search terms that trigger your ads
- Reporting on competitor information
- How to find missed opportunities
- Understanding conversion tracking: am I making a profit?
Google Analytics Course Outline

COURSE OVERVIEW

During the course staff will learn how to configure their Google Analytics account correctly, understand the real meaning of Google Analytics terminology, interpret Google Analytics reports and data and how to exploit the features of Google Analytics to your advantage.

The course also looks at core SEO strategies and tactics that can be used to drive more organic search results to your website, as well as tactics to avoid penalisation from search engines.

LEARNING OUTCOMES

By the end of the programme each learner will be able to:

- Configure their Google Analytics account correctly
- Understand the real meaning of Google Analytics terminology
- Interpret Google Analytics reports and data
- Set up and measure your website conversion rates
- Measure and monetise channel performance
- Understand how people are using your website
- Perform keyword research and competitor analysis
- Optimise their website to increase organic search traffic
- Write SEO optimized content for their website

Below you will find a proposed course outline detailing all the topics covered on the training programme.

In addition, we will consult with you before the programme commences to get your input. This way we can be sure to address any specific requirements.
Course Content

TOPIC 1: SHORT INTRODUCTION AND KEY CONCEPTS

- Google Analytics JavaScript tracking and how it works
- Google Analytics terminology and definitions
- Navigating the Google Analytics interface

TOPIC 2: ESSENTIAL GOOGLE ANALYTICS FEATURES

- Setting up user management & how to set up filters
- Integrating Google AdWords with Google Analytics
- Improving organic search insights using Google Webmaster Tools
- Tracking on site search terms
- Setting up goals and funnels to track your conversions
- Tracking e-commerce activity

TOPIC 3: UNDERSTANDING YOUR VISITORS & BEHAVIOUR

- Overview of key visitor reports
- Visualising the visitor journey with User Flow charts
- Understanding your Traffic Sources
- Comparing organic and paid search & analysing your AdWords performance
- Analysing onsite search engine activity
- Tracking on page events and activities (button clicks, link clicks, downloads etc.)
TOPIC 4: SEARCH ENGINE OPTIMISATION

- Introduction to SEO - key terminology & technology
- Keyword research
- Competitor analysis
- On-site optimisation essentials - Importance of site maps/information architecture
- URL structures, Page titles, Meta descriptions and Meta keywords, naming conventions, Internal linking policies
- Writing SEO optimised content for your website
- Link building and online PR & Blogging
Andrew is a Trainer, Consultant and Executive Coach. He has acquired the knowledge and skills of successful management and knows how to impart them to others. He has worked in training and development for over 15 years, helping people and organisations of all sizes and sectors achieve their goals.

Andrew’s background in Behavioural Psychology means he is best placed to understand organisational change doesn’t happen overnight and isn’t always easy.

Andrew has vast experience as a trainer, mediator and conflict coach and has worked with the United Nations on mediation and conflict resolution. He has extensively studied the effect of inter-cultural conflict especially in the workplace.

Some of Andrew’s qualifications and affiliations include:

- Honours degree in Psychology from Nottingham Trent University (NTU)
- Member of The British Psychological Society
- Higher Diploma (H. Dip) in Conflict Resolution
- Member of the International Mediation Institute (IMI) and an IMI Certified Mediator
- Member of the IMI Appraisal Committee; the role of this committee is to manage and approve new qualifying assessment programmes
Andrew Woods
Training Associate

Andrew is a Trainer, Consultant and Executive Coach with expertise built through a 20-year successful track record in Leadership, Team Development, Communication Impact and Customer Service Excellence. He is dedicated to providing impactful and sustainable workplace learning by creating authentic and practical learning experiences for clients. He is an Executive / Team Coach and Business Mentor for any size organisation.

His senior management career background provides a solid platform for all his interventions. He is a natural communicator who imparts his knowledge with humor and enthusiasm, encouraging and supporting individuals, teams and organisations to excel.

He has accumulated a wealth of business knowledge and experience across many sectors in local and international markets and has successfully delivered projects and interventions on 4 continents including UK, Australia, New Zealand, USA, Germany, South Africa and Ireland.

Some of Andrew’s qualifications and affiliations include:

- A member of the IITD and ICF, he has an advanced qualification in Executive and Career Coaching through the Irish Life Coach Institute.
- Belbin (team type) Accredited

“I just wanted to say thank you to Andrew for delivering a fantastic training course to the team over the past two days. The feedback has been extremely positive, you have really got the team thinking about our current business processes and how we can improve them! Hope to see you again in the near future!”

Niamh McCarthy, HR Manager, Spearline
Ger Ahearne is an established progressive and successful training consultant who designs, develops and delivers bespoke training.

She has lectured and trained hundreds of participants in educational establishments, voluntary sector organisations and private companies.

Ger has a strong academic background, extensive practical experience, and excellent communication skills. Her courses are well prepared, provide solid content and above all are enjoyable. She has the ability to help learners grow in confidence and to achieve things they never thought they could in order to reach their true potential.

Some of Ger’s achievements include:

- Diploma in Teaching, Learning & Assessment (level 9) from Athlone Institute of Technology
- Diploma in Digital Marketing (level 5) from Irish Times Training
- MA in Management in Education - First class Honours from Waterford Institute of Technology
- Foundation Diploma in Training and Education from NUI Galway
- Diploma in Promotion Management from Dublin Institute of Technology
- Certificate in Advertising Studies from Dublin Institute of Technology
- BA - English & History from UCD
Ann O'Brien is among Ireland’s most experienced and successful trainers in Customer Care and Communication Techniques. She has over fifteen years of involvement with some of Ireland's largest and most dynamic companies.

Ann had a pioneering role in the formation and successful development of Banking 365, Bank of Ireland’s award-winning telephone banking service, which registered 98% satisfaction rating within one year.

Extensive group participation, team building and motivational exercises are central to all of Ann's training programmes. While providing highly effective customer care training, Ann simultaneously motivates learners and gives them a renewed sense of confidence and pride in their new roles.

Some of Ann’s achievements include:

- Played an instrumental role in Banking 365 winning the following accolades at the Irish Call Centre of the Year Awards over the years including Best Customer Service Delivery (twice) and Call Centre of the Year
- Programme Coordinator, Irish Management Institute
- Diploma in Management, Irish Management Institute
Damian McCourt
Training Associate

Damian is a business professional with more than twenty-five years’ experience in the financial and IT service sectors and is a highly experienced coach and consultant.

Damian has helped develop and deliver training to many successful businesses and organisations.

Damian brings his passion for training to every course he delivers. His resulting style is interactive and inclusive, which empowers learners to develop their skills and achieve great results from training.

Some of the areas Damian specialises in are: Train the Trainer, Learning & Development, Employee Engagement, Performance Management and Change Management.

Some of Damian’s qualifications and affiliations include:

- Degree in Humanities, psychology major - Dublin City University
- Diploma in Mindfulness and Wellbeing, Psychology- City Colleges Dublin
- HDip Computer Sciences, Information Technology- Trinity College, Dublin
Robert has 20 years of experience in Business Process Improvement, Project management and innovation in a variety of leading companies mainly through the Lean Six Sigma methodologies.

Robert’s delivery style is highly interactive and his experience in facilitating learning over many years has proven itself time and time again. Robert has carried out both training and consultancy assignments with many of Ireland’s leading companies both in the private and public sectors.

Robert is a Master Black Belt in Lean awarded by IASSC and the Boston Consulting Group. He is an excellent communicator and mentor and has been re-engaged by many of our clients for additional assignments in Business Process Improvement and Change Management.
Joe has extensive experience at a senior management level in Ireland and internationally. He has worked in training and development for over 15 years, helping people and organisations of all sizes and sectors achieve their goals.

Joe is an accomplished training consultant with a thoughtful and thought-provoking approach, yet he is entertaining and engaging. He has managed projects in Ireland and the UK and has developed and delivered process and management training.

He is an acknowledged expert in Project Management, Microsoft Project, Microsoft Visio and Microsoft Office.

Some of Joe’s qualifications and affiliations include:

- Project Management Professional (PMP)®
- APM Certified PRINCE2 Foundation (UK)
- Microsoft Certified Project Master Instructor
- Microsoft Certified Office Specialist Master Instructor
Padraig is a highly experienced, knowledgeable, and highly accomplished training and coaching professional. He has previously worked in the Telecommunications and Software Development Sectors fulfilling Senior Technical, Project Management and Line Management Roles in large multinational companies.

Padraig's training delivery approach is highly engaging and structured yet dynamic; affording the participant an opportunity to learn at every possible juncture that accumulates into a top-class learning experience.

Padraig's areas of expertise include MS Excel at Introductory, Intermediate and Advanced, MS PowerPoint, Excel Financial Modelling, Prezi and Technical Writing.

Some of Padraig's qualifications and affiliations include:

- B. Eng (Hons) In Electronic Engineering (DCU)
- Dip in Business, Executive and Personal Coaching
- Advanced ECDL Expert
- Certified Scrum Master
- Holds memberships of Engineers Ireland, The British Psychological Society, Association for Coaching, The Teaching Council and The Scrum Alliance
Louise Bunyan
Training Associate

Louise is a digital marketing consultant, trainer and manager with a specialism in employer brand and talent attraction campaigns. Louise is committed to helping people and organisations use digital and social media technologies to connect, build relationships and improve businesses activities.

Louise is an internationally experienced results-driven digital marketing trainer with a diverse background. Louise works with a wide range of businesses of all sizes across all industries to audit their online presence and to create a practical online strategy to win more customers. She also has a passion for employer branding, recruitment marketing and talent acquisition.

Louise's areas of expertise include Digital Marketing, Google AdWords, Social Media Marketing, LinkedIn, Google Analytics, Instagram, Facebook and Twitter.

Some of Louise's qualifications and affiliations include:

- Post Graduate Diploma, Creative Digital Marketing, UCC
- BA in Media and Communications, University of Limerick
- Post Graduate Diploma, Public Relations and Event Management, Fitzwilliam Institute
- Winner of Best Marketing & Communications Blog 2016 from Blog Ireland Awards
- Train the Trainer, QQI/FETAC
Brendan Murphy
Training Associate

Brendan is an accomplished training consultant with a thoughtful and thought-provoking approach, yet he is entertaining and engaging. He has long experience of group facilitation in a variety of settings with a knack for individual performance improvement.

Brendan brings his vibrant enthusiasm for training to every course he delivers. His resulting style is participative and inclusive, which empowers learners to develop their skills and achieve great results from training.

Some of the areas Brendan specialises in are: Communications, Effective Writing Skills, Public Speaking, Management and Minute Taking.

Some of Brendan’s qualifications include:

- FETAC Level 6 Train the Trainer with Distinction
- Diploma in Business & Executive Coaching, Smurfit Business School
- Higher Diploma in Education, St. Patrick’s College, Maynooth
- BA in English and Theology, St. Patrick’s College, Maynooth
Olivia Roche
Training Associate

Olivia has five years' experience as a trainer and mentor. With strong communication and interpersonal skills, she holds the personal attributes essential to any training role which ensures positive engagement and interaction throughout all her workshops. Olivia has experience in training small and large groups and delivers one to one coaching, to cater for overall operational objectives and professional development objectives alike.

On a personal level Olivia comes from a background in family business so understands the importance of optimum productivity, successful communications and people management skills across all levels of an organisation. She draws on her own life experiences as she strongly believes in making her content relatable to the client/participants to achieve the best possible transfer of learning.

Some of the areas Olivia specialises in include selling skills, building brand awareness, management & development and negotiating and influencing skills.

Some of Olivia's qualifications and affiliations include:

- 2014: Distinction in Train the Trainer - QQI Level 6 certificate
- 2009: Bachelor of Arts Honours Degree, English, Media & Communications, University of Limerick
- 2009: TEFL certification, University of Limerick
Who We Work With

We train organisations of all shapes and sizes, from small businesses up to global enterprises. But we never forget that every individual matters, and we make sure that every learner gets what they need to reach their potential.
Set your career on the right course