Nine Dots Development
The Leadership & Management Training Specialists

Leadership and Management

Virtual Courses

Courses and programmes for people who want to develop their managerial skills, helping them succeed in becoming an exceptional manager.

Exceptional People, Outstanding Results

Contents

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Appraisals Training

This workshop will give delegates the essential skills and understanding with which to conduct effective and productive appraisal conversations with their direct reports. It will also give participants the appreciation for the value and power of the organisational appraisal process when carried out properly and coupled with regular performance and development meetings.

Benefits include

- Better rapport with team when going through appraisals
- Ability to develop teams on an ongoing basis
- Ability to effectively address good and poor performance
- An appraisal process with real value
- Managers developing their teams more effectively
- Managers with the ability to manage performance continuously

Topics covered

- Monitoring and reviewing performance
- Evaluating the value of appraisals and continuous feedback
- Analysing and understanding your company's appraisal process
- Gathering information for the review
- Structuring the conversation
- Effective questioning and listening skills
- Gaining consensus
- Setting future objectives
- Encouraging development
- Providing continuous feedback

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Being Assertive and Handling Difficult Conversations

This workshop takes participants through

ways to be more confident and assertive,

while teaching the tools and skills required

to deal with people who are behaving

in a difficult manner. It explores what

assertiveness is and how to be more

confident. It also uncovers why people

are difficult and ways to best deal with the

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Better Time Management

Effective time management is a skill everyone has to acquire in order to meet the demands of their role. This course helps participants to recognise behaviours that negatively impact their efficiency. It provides them with the tools necessary to minimise contact with and/or manage those who steal their time, hold effective meetings and prioritise their workload.

Benefits include:

→ The ability to focus on what is important

→ Less time wasted

→ Increased productivity

→ Important tasks gain priority

→ Managers with more time to manage

→ Lower team stress

Topics covered:

⊘ Organising your time and prioritising

⊘ Delegating effectively

⊘ Discovering time behaviours and their impact

⊘ Clarifying your areas of focus

⊘ Prioritising against clear criteria

⊘ Taking back your time from time stealers

⊘ Learning to say no

⊘ Holding and attending time-effective meetings

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Celebrating Diversity

This workshop gives delegates essential knowledge of equality and diversity legislation as well as internal policies and procedures. It outlines the benefits of diverse teams, and gives participants the conversational and perceptual skills needed to address and discuss issues around diversity in the workplace.

Benefits include:

- → Up-to-date knowledge and understanding of the best E&D practice

- → Confidence in discussions about diversity

- → The ability to exempt yourself from conversations that you do not want to have

- → Utilising the diverse modern workforce to build high-performance teams.

- → Fewer conflicts around issues of diversity.

- → A staff that is confident in discussing topics involving diversity

Topics covered:

- ⊘ Exploring what diversity means to you

- ⊘ Comprehending the importance of diversity and inclusion and the benefits of a diverse workforce

- ⊘ Knowing the Equality Act 2010 and considering updates to your E&D policy

- ⊘ Understanding Human Rights and Protected Characteristics

- ⊘ Looking at where people go wrong

- ⊘ Exploring Unconscious Bias

- ⊘ Sharing of opinions in the workplace

- ⊘ Ending a conversation respectfully

- ⊘ Dealing with disagreements and differences

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Coaching Skills

This course will introduce you to coaching skills and the GROW model, it will equip you with tools and questions to begin coaching your team or colleagues to help them develop. Coaching is an essential skill for managers that wish to develop and empower their teams and this is a great place to start.

Benefits include:

- → Develop better relationships with your team
- → Encourage independence within your team
- → Learn from your team
- → Staff developing each other
- → Better team relationships
- → Proactive talent development

Topics covered:

- ⊘ Understanding the difference between coaching and other conversations
- ⊘ Identifying different styles to coach your team members depending on the situation
- ⊘ Practicing different question types
- ⊘ Listening at a deeper level
- ⊘ Running a coaching meeting using GROW
- ⊘ Using Well-Formed Outcome coaching
- ⊘ Understanding the benefits of a coaching culture to the organisation

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Communicating Effectively to Get the Best from Your Team

This course will give managers a deeper understanding of communication and how to build stronger relationships with their team members as well as their wider network. The common causes of conflict are explored in addition to ways to over come it and build long lasting relationships through assertiveness, feedback and leadership.

Benefits include:

- The ability to communication more effectively
- Reduced conflict
- The skills to hold assertive conversations
- Confident and assertive managers
- Improved team performance
- Clear communication across the organisation

Topics covered:

- Building strong relationships with your manager and peers
- Unpacking the reasons for conflict
- Adapting your levels of assertiveness
- Providing effective feedback
- Adapting your leadership style to your team member's capabilities
- Insight into the elements of communication
- Changing your communication delivery for better impact

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Confident Motivation and Delegation

Done well, delegation can be a motivational tool. This workshop trains managers to identify what motivates individuals and provide ways to keep them motivated in order to deliver in the short-term, and more importantly, over the long-term. It will focus on the tools and skills required to effectively delegate individuals and empower the team as a whole.

Benefits include:

- ➔ Increased team morale
- ➔ Increased team responsibility
- ➔ More time to manage
- ➔ Highly empowered teams
- ➔ Reliable achievement of objectives
- ➔ Happier workforce

Topics covered:

- ⊘ Understanding what motivates individuals
- ⊘ Identifying motivators for your team
- ⊘ Matching motivators to the individual
- ⊘ Defining delegation
- ⊘ Overcoming barriers to delegation
- ⊘ Empowering the team to make decisions
- ⊘ Applying a step by step process to delegating
- ⊘ Practicing delegating

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Creating a High Performing Team

This workshop gives managers the tools to create a team vision and lead the team along a plan of action online with said vision. They learn how best to develop, manage conflict within, deploy and challenge their team in pursuit of meeting team and organisational objectives.

Benefits include:

→ Clarity of team vision

→ Increased team performance and unity

→ The ability to empower the team

→ Successful team performance

→ Increased results

→ Empowered members of the organisation

Topics covered:

⊘ Defining high performing teams

⊘ Understanding leadership approaches to the team

⊘ Creating a clear team vision

⊘ Discovering how a team develops

⊘ Creating team values

⊘ Managing team conflict

⊘ Empowering your team through team delegation

⊘ Motivating and maintaining high performance

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Developing and Coaching Your Team for Success

This course will give managers a deeper understanding of communication and how to build stronger relationships within their team as well as their wider network. We explore what factors cause conflict as well as ways to overcome it and, ultimately, create long-standing relationships through assertiveness, feedback and leadership style. The course concludes with the opportunity for participants to practice modifying their communication delivery for greater impact.

Benefits include:

- Increased team performance
- Increased team morale
- The ability to coach others to take ownership
- Successful team performance
- Increased results
- Empowered members of the organisation

Topics covered:

- ⊘ Creating a culture of development and well-being
- ⊘ Identifying performance and development gaps
- ⊘ Motivating performance
- ⊘ Exploring development methods
- ⊘ Defining coaching and its benefits
- ⊘ Questioning and listening effectively
- ⊘ Coaching your team

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Effective Negotiation Skills

Topics covered:

Contrary to popular belief, good negotiation involves both parties feeling pleased with the outcome of a decision, deal or sale/purchase. This one or two day workshop takes participants through the psychology of negotiation and the tools and steps involved in negotiating in a controlled, prepared and confident manner and thus yielding better outcomes.

Benefits include:

- Ability to negotiate confidently
- Better negotiated outcomes
- Stronger relationships with clients or suppliers
- Better negotiated outcomes
- Improved relationships with clients and suppliers
- More empowered managers

- Defining negotiation and overcoming the fear of negotiation
- Researching the other party
- Deciding your key objectives and non-negotiables
- Packaging your deal
- Managing your emotions
- Profiling your negotiation style
- Opening strongly
- Bargaining well
- Closing the deal
- Practicing your negotiating skills

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Effective Networking Skills

This workshop will give participants an understanding of the importance and role that both internal and external networking plays in business and the skills with which to network effectively and realise the benefits.

Benefits include:

- Confidently make new internal and external contacts

- Opportunities to collaborate with new stakeholders

- Inter-departmental working and collaboration

- New contacts within the industry

Topics covered:

- Defining networking and its benefits

- Exploring internal politics in organisations

- Networking strategically

- Identifying your stakeholders

- Mapping your current and future network

- Developing your initial introduction

- Practicing your introduction for better impact

- Developing the relationship

- Preparing for networking events

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Emotional Intelligence

This course defines and trains you and other managers on how to understand and control your own emotions in a business context. Additionally you will look deeper into the emotional manifestations of others and how better to understand them so as to strengthen your leadership style and support your team where appropriate. This understanding will be crucial to making the right decisions within and outside of your own area.

Benefits include:

→ Better interpersonal relationships

→ More measured reactions to stressful or challenging situations

→ Less conflict between individuals

→ More objective decision making

→ Better interpersonal relationships

Topics covered:

✓ Defining emotional intelligence

✓ Becoming aware of your emotions and their impact

✓ Recognising your emotions in stressful situations

✓ Controlling your emotions

✓ Broadening your range of reactions to situations

✓ Spotting how people are feeling

✓ Showing empathy and support for others

✓ Gaining a more objective point of view

✓ Understanding and relating to others

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Equality and Disciplinary & Grievance Coaching Your Team for Success

This course provides a route through HR considerations, focusing first on managing absence and well being, then taking a deeper look at The Equality Act (2010) and disiplinary and grievance procedures in order to shed some light on otherwise daunting HR responsibilities. On completion, participants will feel confident in dealing with HR matters in a fair and consistent manner.

Benefits include:

- Increased confidence in dealing with challenging HR issues

- An awareness of well-being practices

- Being able to handle disciplinary and grievance scenarios

- Reduced absence

- Increased results

- Potential reduced risk of ER tribunals

Topics covered:

- Creating an open culture

- Knowing your HR responsibilities

- Managing absence

- Exploring well-being practices

- Understanding the Equality Act 2010 – discrimination and protected characteristics

- Discovering the consequences of breaching the law

- Knowing disciplinary procedures, roles and responsibilities

- Handling grievances

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Improving Your Personal Impact

This course encourages you and other managers to understand how you are perceived and then to tailor your interactions to those perceptions and the styles of others around you. The training will give you the tools to establish better and more productive personal and working relationships through increased self-awareness and emotional intelligence. The focus is on the productivity and strength of your personal interactions and working relationships.

Benefits include:

→ Understanding how other people perceive you

→ A better understanding of others

→ Better working relationships

→ Less conflict amongst teams

→ Better cross-functional working

→ Stronger working relationships

Topics covered:

⊘ Increasing your self-awareness

⊘ Dealing with others' perceptions

⊘ Creating your personal brand

⊘ Profiling your communication style

⊘ Practicing adapting to different communication styles

⊘ Keeping calm through emotional intelligence

⊘ Dealing with conflict effectively

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Influencing and Persuading

Professionals and managers are increasingly being expected to work in partnerships either internally or externally, which involves gaining consensus, cooperation and understanding from other parties. This 1 day workshop will give delegates the skills and tools to sell their ideas and opinions to other stakeholders.

Benefits include:

- → Achievement of desired outcomes
- → Increased ability to gain consensus with your team and across teams and functions
- → Better team working
- → Better interdepartmental working

Topics covered:

- ⊘ Defining partner-based relationships
- ⊘ Understanding push-pull styles of influencing
- ⊘ Profiling your influencing behaviors
- ⊘ Understanding and leveraging your stakeholders
- ⊘ Developing your behaviors
- ⊘ Recognising persuasion principles
- ⊘ Establishing a framework for influential conversations
- ⊘ Practicing your persuasive conversations

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Interviewing Skills Development

The ability to effectively interview is a crucial skill for any manager as the quality of the interview can have an impact on the suitability of the person hired. This course helps participants to understand the reason interviews are important and the mistakes that can be made. It gives participants the tools necessary to effectively prepare for and conduct interviews and make objective and informed hiring decisions.

Benefits include:

- → Confidence when interviewing candidates

- → Better hiring decisions

- → Increased quality of team

- → More calculated hirings leading to a talented workforce

- → Reduced staff turnover

- → A positive and professional image visible to external candidates

Topics covered:

- ⊘ Understanding the purpose of interviews

- ⊘ Exploring unconscious bias and other common pitfalls

- ⊘ Developing effective interview questions

- ⊘ Structuring the interview

- ⊘ Knowing questions to avoid

- ⊘ Taking effective notes

- ⊘ Dealing with different types of candidate behaviour

- ⊘ Practicing interviewing

- ⊘ Making hiring decisions and giving candidate feedback

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Introduction to Project Management

This workshop will give participants insight into the characteristics of projects as well as how to successfully plan and manage them.

Benefits include:

⊙ An understanding of the project framework

⊙ Ability to oversee and participate in projects within our teams

⊙ Resources utilised effectively.

⊙ Managers that can manage specific change projects

⊙ Better oversight of projects within your organisation

⊙ Increased inter-departmental collaboration

Topics covered:

⊘ Understanding the features and characteristics of a project

⊘ Comparing business-as-usual and transformational projects

⊘ Initiating and planning a project

⊘ Identifying stakeholders and stakeholder management

⊘ Ensuring quality throughout the project

⊘ Managing risk

⊘ Assessing and reporting progress

⊘ Closing a project

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Leader Essentials 1 - Becoming an Inspiring Leader

This workshop gives managers a full understanding of their responsibilities as leaders. It will train participants on what their team look to them for and what senior management want from them, emphasising the importance of taking ownership of their leadership roles. The workshop will go onto focus on how to build a clear and inspiring vision and provide ways to communicate and engage the team to follow and implement the vision.

Benefits include:

→ A clear understanding of expectations and a balanced approach to management.

→ More time to manage.

→ The ability to set and communicate a clear direction.

→ Confident and well-briefed managers

→ Stronger leadership

→ Clear direction and ownership for increased results

Topics covered:

⊘ Maintaining motivation

⊘ Engaging your team to deploy your vision

⊘ Communicating your vision effectively

⊘ Creating a motivational vision

⊘ Developing yourself as a leader and role model

⊘ Understanding the similarities and differences between the roles of manager and leader

⊘ Defining the skills and characteristics of a leader

⊘ Exploring the responsibilities of a leader to your team, manager and organisation

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Leader Essentials 2 - Successful Leadership

This course focuses on the style of the leader and the direct impact that they can have on their team's success. Managers gain an insight into successful leadership practices and styles, with an emphasis on understanding their own preferred style. The ability to apply and adapt their style to the situation is covered and course moves on to ways of building trust and creating an open culture to ensure the best results from their team.

Benefits include:

- A clear understanding of where they fit in the organisation
- Increased ability to build relationships
- The ability to communicate for impact
- Stronger links within the organisation
- Greater collaboration
- Results-focused planning

Topics covered:

- Examining leadership practices
- Understanding leadership styles
- Identifying and profiling your preferred style
- Adapting your leadership style according to the context and the situation
- Defining organisational cultures
- Building trust in your team
- Creating a culture of success

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Managing a Budget

This course will train you on the importance of financial knowledge and how to read and understand key financial documents as well as how to set, monitor and manage your budget.

Benefits include:

- → Clear understanding of your financial position
- → Clear understanding of your financial responsibilities
- → Better financial decisions made by your managers
- → Less support required from the Finance function
- → More empowered managers and leaders

Topics covered:

- ⊘ Describing the role of financial control
- ⊘ Working out capital and cash cycles
- ⊘ Ascertaining true costs
- ⊘ Calculating cost to income ratios
- ⊘ Forecasting cash flow
- ⊘ Performing a net benefit analysis and risk
- ⊘ Creating and monitoring a budget
- ⊘ Justifying spend
- ⊘ Referencing a financial glossary

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Managing Change

This workshop will give participants an understanding of and model for implementing and managing change. They will be encouraged to look at change within their own organisation as well as external examples to develop insights into what does and does not work as well as why the necessity of change has to occur. In addition, participants will develop the skills required to manage people through change and effectively deal with resistance to it.

Benefits include:

→ Confidence in managing your team through change

→ Understanding of the change process

→ Skills to deal with resistance

→ Managers taking responsibility for change

→ Teams working together to implement change

Topics covered:

⊘ Unpacking the reasons for conflict

⊘ Defining change

⊘ Assessing the impact of the change

⊘ Following a change implementation process

⊘ Communicating and gaining buy-in to your change

⊘ Understanding and overcoming resistance to the change

⊘ Assessing the success of the change

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Managing Diversity

This workshop will give managers the understanding and tools with which to manage a diverse team. It will focus on the opportunities that exist when managers take advantage of the diversity within their teams and the amazing results that can be gained. It will also give managers the skills with which to identify and deal with conflicts arising around topics of diversity, as well as point out when to seek help or expertise in these matters.

Benefits include:

- ⊛ More diverse inputs from your team

- ⊛ More open communication within your team

- ⊛ Fewer conflicts within your team

- ⊛ Confidence to deal with conflicts as they arise

- ⊛ Managers that encourage open communication in their teams

- ⊛ Fewer conflicts within teams

- ⊛ Managers that encourage a diverse and respectful working environment

Topics covered:

- ⊘ Understanding your E&D obligations as a manager

- ⊘ Identifying the issues that can arise from E&D conflicts in your team

- ⊘ Appreciating the opportunities of a diverse team

- ⊘ Identifying unconscious bias and how to take steps to prevent it

- ⊘ Encouraging open but respectful communication in your team

- ⊘ Identifying and addressing inappropriate behaviour

- ⊘ Adjusting your management style to encourage diversity

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Managing Performance

This workshop begins by outlining the many benefits of managing performance effectively. Participants learn to set clear expectations, ways to monitor and review performance and how to hold feedback conversations. Even with exceptional management, there will be times when performance needs addressing; thus, the course concludes on the reasons for this and how to monitor, motivate and manage poor performers.

Benefits include:

- → Increased confidence to deal with performance issues
- → Preventing performance becoming an issue
- → A team that consistently exceeds expectations
- → Focus on KPIs
- → Increased performance
- → Consistency of approach

Topics covered:

- ⊘ Providing effective feedback
- ⊘ Identifying performance and development gaps
- ⊘ Understanding the performance management cycle
- ⊘ Exploring the benefits and challenges to managing performance
- ⊘ Setting expectations
- ⊘ Monitoring and reviewing performance
- ⊘ Holding a 1-1 or review
- ⊘ Following the steps to managing poor performance

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Managing Your Team Leaders Performance

This course will train managers on the importance of managing performance and give them the tools to deal with the added complexity of managing people who manage. It focuses on how to help the set the direction for the team leader and ensuring the monitoring, development and review of that team leader to maximise their performance.

Benefits include:

→ A better understanding of the whole team's performance.

→ Accountability given for your managers to deliver.

→ Preventing performance becoming an issue.

→ Managers getting the most from their teams

→ Increased performance across the organisation

→ Identifying trends of development

Topics covered:

◯ Understanding the benefits of managing performance

◯ Exploring the challenges of managing managers

◯ Determining the ways to cascade organisational objectives

◯ Establishing trust in your managers to deliver objectives

◯ Evaluating a manager's on-going performance

◯ Identifying performance and development gaps

◯ Following the steps to manage poor performance

◯ Providing crucial feedback

◯ Holding effective reviews

Maximising Energy and Building Strong

The professional environment demands a great deal of time and energy - this course provides participants with ways to maximise their energy and become more resilient in the work environment. They learn how to identify when energy levels are low, the best courses of action to take to resolve it, and resilience factors for long term stamina.

Benefits include:

→ Increased energy and focus

→ The skills necessary to avoid becoming stressed

→ More energy to do the things you enjoy

→ Decreased stress levels

→ Reduced absence levels

→ A more energised and focussed workforce

Topics covered:

✓ Mapping our current energy schedules

✓ Identifying our energy boosters and energy sappers

✓ The advantages and consequences of pressure

✓ Resilience factors

✓ Creating a resilient mindset

✓ Changing our time management techniques

✓ Increasing our network

✓ Taking healthy actions

✓ Restructuring our energy schedules for improved balance

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Practical Problem Solving

This course will give you and other managers the tools to identify and resolve problems in the workplace. Too often the symptoms of problems are dealt with but the actual causes of the problems remain unsolved only for the symptoms to reappear shortly after. This course will take you through the steps necessary to fully resolve a problem and ensure that it does not reappear later down the line.

Benefits include:

→ Eliminate recurring problems

→ Free up time to be productive

→ Reduced frustration in the workplace

→ Improved business processes

→ Streamlined processes

→ More productive teams

→ Constructive suggestions directly from the workforce

Topics covered:

⊘ Introducing the 7 Step Tool

⊘ Identifying and defining problems

⊘ Clarifying problems

⊘ Identifying where the problem is happening

⊘ Identifying direct causes

⊘ Identifying and eliminating root causes

⊘ Describing the solution implementation process

⊘ Confirming solutions and consolidating in work practices

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Presentation Skills

This course will train you on how to deliver a successful, confident presentation that effectively communicates key messages to the audience whilst keeping them engaged and entertained. This course will teach you to present in a clear, interesting and enjoyable manner, it is also a great deal of fun!

Benefits include:

- → Confident and informative presentations
- → Overcoming the fear of presenting
- → Clarity for your audience
- → A clear cascade of organisational messages
- → Great public ambassadors for the organisation
- → Effective internal and external communication

Topics covered:

- ⊘ Knowing your audience
- ⊘ Clarifying your key message
- ⊘ Structuring a presentation
- ⊘ Producing great openers
- ⊘ Practicing your presentation and taking on peer feedback
- ⊘ Using tone, pace, volume and confident body language for impact
- ⊘ Enhancing your message with visual aids
- ⊘ Handling difficult questions
- ⊘ Rehearsing and preparation
- ⊘ Delivering your final presentation

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Problem Solving, Creative Thinking and Decision Making

This course builds on the Problem Solving Skills course and gives managers more tools and ideas on how to find creative solutions for problems and how to make good decisions when choosing a solution to implement. This will further their understanding of the tools and models we can use to make improvements and encourage others to look for them too, ultimately instilling a problem solving culture in their teams.

Benefits include:

- → Better problem resolution

- → More creative solutions

- → Multiple solutions to problems

- → Reduced time spent on revisiting problems

- → Interesting and creative solutions to workplace problems

- → Cultural shift towards continuous improvement

Topics covered:

- ⊘ Understanding how creativity works

- ⊘ Using problem solving tools

- ⊘ Finding creative solutions through a variety of techniques

- ⊘ Using information and data to support your thinking

- ⊘ Developing a tool bank of decision making techniques

- ⊘ Selecting the best solution

- ⊘ Presenting and gaining buy-in to your solutions

- ⊘ Monitoring an ongoing review of the effectiveness of your solutions

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Project Management

This course gives delegates a simple but scalable model with which to plan, set-up and manage projects. It will train delegates on the key stages of the project lifecycle as well as introduce the skills that are essential for effective project management.

Benefits include:

- ⊙ Simple but scaleable project management model

- ⊙ Essential tools for effective project management

- ⊙ Proven toolkits to manage your projects

- ⊙ Better planned

- ⊙ Controlled and completed projects

- ⊙ Less project slippage

- ⊙ Better project outcomes

Topics covered:

- ⊘ Understanding project management terminology and key characteristics of projects

- ⊘ Identifying what makes a good project manager

- ⊘ Breaking down the project into phases

- ⊘ Clarifying objectives with business goals

- ⊘ Defining the scope early to increase later success

- ⊘ Identifying and managing stakeholders

- ⊘ Creating a work breakdown structure

- ⊘ Identifying roles and responsibilities

- ⊘ Identifying the pitfalls of estimation and learning effective estimating methods

- ⊘ Scheduling with Gantt Charts and the Critical Path Technique

- ⊘ Writing a project plan

- ⊘ Tracking progress and effective reporting

- ⊘ Understanding key risk management techniques

- ⊘ Improving on your project management practices

Report Writing Skills

The ability to write, collate and present professional data, ideas and proposals are essential skills for managers and leaders. Poor report writing will undermine otherwise good ideas. This workshop will teach managers how to avoid such pitfalls and give them the skills needed to address their audience professionally and persuasively.

Benefits include:

→ Confidence in your reports

→ Less time spent revising reports

→ Better outcomes from submitted reports

→ Clearer organisational communication

→ Professional reports submitted to external stakeholders

Topics covered:

⊘ Planning the report

⊘ Understanding the different types of report

⊘ Getting a good brief and understanding of the requirements

⊘ Structuring the report: Is there a corporate template?

⊘ Choosing the best approach to communicate your point effectively

⊘ Considering your audience

⊘ Paying attention to tone and style

⊘ Removing jargon and using simple language

⊘ Dealing with technical information: images and graphs

⊘ Revising your reports

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Self-Awareness for Effective Managers

Self-Awareness is at the very core of good leadership. This workshop uses a selection of tools and profiles to help managers and leaders identify their strengths and develop their areas for improvement. Improving self-awareness is a core concern for anyone wanting to manage their people effectively.

Benefits include:

- An Increased self-awareness
- A better understanding of others
- Ability to adapt personal style
- More appreciated managers and leaders
- Stronger teams
- Ownership for development

Topics covered:

- How to use self reflection to increase productivity
- Appreciating individual differences
- Understanding your strengths and weaknesses
- Recognising the allowances we need to make for others
- Identifying how and when to adjust your approach
- Being conscious of the value of different roles and styles
- Attaining the benefits of feedback
- Planning your development

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Training and Developing your Team

This workshop will give participants the tools with which to develop their teams' skills through informal training sessions and follow-up coaching conversations. Participants will also develop an understanding of why training their team is crucial to their own success.

Benefits include:

→ Ability to develop your people so that you may delegate tasks as appropriate

→ Ability to coach your team to become more independent in their learning

→ Teams of people that are constantly developing

→ More skilled workforce

→ More flexibility in who is able to complete a task

→ From the workforce

Topics covered:

✓ Understanding the importance of developing teams

✓ Selecting the right topics to train the team on

✓ Running an informal training session

✓ Exploring basic training tools

✓ Scheduling follow-up coaching sessions

✓ Holding a coaching conversation

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Train the Trainer

This 3 day workshop will give participants the key tools needed to plan, design and deliver effective and innovative training. Focusing on those three key areas will lead to well structured training sessions that engage participants with a view to developing knowledge and skills.

Benefits include:

- → A platform for delivering training
- → Confidence in the structure and style of your training sessions
- → Engaged participants in your training sessions
- → Skilled trainers
- → Well-structured training sessions
- → Ability to develop your own people

Topics covered:

- ⊘ Appreciating attitudes and values for training
- ⊘ Discovering the key elements of training
- ⊘ Setting and achieving objectives
- ⊘ Structuring a training session or workshop
- ⊘ Designing activities
- ⊘ Designing training to achieve benefits
- ⊘ Understanding different learning styles
- ⊘ Understanding communication styles
- ⊘ Challenging trainees
- ⊘ Using different methods of delivering the same information
- ⊘ Facilitating and encouraging discussions
- ⊘ Giving feedback
- ⊘ Evaluating feedback and Kirkpatrick's Model
- ⊘ Practicing training sessions
- ⊘ Following training sessions up and coaching

+44 (0) 1332 527 905

Exceptional People, Outstanding Results

Translating Strategy into Action

This course will train you in how to implement strategic plans across your business. Good strategic plans are often left by the wayside as business as usual gets in the way of your grand designs for change and improvement. This course addresses the frequent blockages to strategy delivery and tools with which to implement and track progress.

Benefits include:

→ Realising your strategic aims

→ Confidence in ability to lead and deliver change

→ The right tools to bring people with you

→ Leaders delivering on strategic plans

→ Realised change

→ Organisational performance improvement

Topics covered:

⊘ Determining your position in the organisation and external market

⊘ Creating your strategy, mission, vision and values

⊘ Understanding the organisational culture

⊘ Aligning the organisation behind the strategy

⊘ Calculating risks and rewards

⊘ Devising an implementation plan

⊘ Communicating the plan

⊘ Measuring success and consistently reviewing strategy

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Exceptional People, Outstanding Results

Understanding the Role of a Manager and Defining Team Focus

This course gives managers an understanding of their role and helps them balance their management approach to get the best results. The workshop goes on to explore effective time management and provides strategies to delegate successfully. Managers learn to set objectives that give clear direction to the team. The focus then moves to the key skill of communication and how to overcome the barriers that communication presents. The course concludes with creating a clear plan for future development in the role.

Benefits include:

- ⊙ Clear understanding of expectations and a balanced approach to management.

- ⊙ More time to manage.

- ⊙ The ability to set and communicate a clear direction.

- ⊙ Confident and well-briefed managers

- ⊙ Stronger leadership

Topics covered:

- ⊘ Exploring the expectations of a manager

- ⊘ Identifying your preferred management approach

- ⊘ Adapting to provide a more balanced approach

- ⊘ Organising your time and prioritising

- ⊘ Delegating effectively

- ⊘ Cascading objectives and how to create SMART objectives

- ⊘ Defining communication and overcoming the barriers to communication

- ⊘ Adapting the method of communication to the message

- ⊘ Completing a SWOT and Personal Development Plan

- ⊘ Clear direction and ownership for increased results

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What our Learners and Clients Say

"We have received excellent services and personal attention by Nine Dots Development. They are responsive to our needs and adapted promptly to our International environment, coming up with remote training solutions for our Leadership Development Programme as well as the in-person Management Development programme, and following up with us regularly. The trainer is exceptional for our organisational culture, practical and tailors the content to our needs. There is no 'death-by-powerpoint' sessions and everyone is really engaged and motivated. We have learned so much and each individual leader takes their learning back into the workplace, which is great to observe. We recommend Nine Dots without hesitation."

Andrea Vogel

Head Of People And Achievement

War Child

"Superb! The session was educative and informative with a strong undercurrent of academic theory. It was self - reflective, encouraged inquisition and communication. Impressive."

"The trainer was knowledgeable and very enthusiastic. This made it easy to understand. It was really enjoyable. Thank you."

"Fantastic 3 day course - really engaging and informative. Brilliant trainer - for long days she kept us awake and engaged."

"Informative, thought - provoking and fun!"

"Really enjoyable, good range of activities, informal relaxed training style - encouraged communication. Memorable ways of presenting material. 10/10!"

"Engaging, informative and interesting. The trainer was excellent at creating a safe and funny environment which facilitated our learning."

"I cannot think of any improvements - it was excellent!"

""Very engaging trainer who tailored the course to my and my organisations requirements."

Check out **hundreds of reviews and training outcomes** that are featured on our website:

ninedotsdevelopment.com

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Sounds great! What are the next steps?

Building great teams through exceptional training is something that we are passionate about, so if training managers and leaders is something that is on your agenda, please don't hesitate to get in touch with us

Enquire today by calling:

+44 (0) 1332 527 905

Request a call on our website: **ninedotsdevelopment.com/web/callrequest**
Send us an email: **enquiries@ninedotsdevelopment.com**

Nine Dots Development

We help assist organisations to expand the skill sets of their employees, from junior managers, all the way through to executive level positions.

We do this through:

→ Bespoke/tailored training workshops

→ 1 to 1 coaching

→ Qualifications
   (CMI/ILM/Apprenticeships)

Our work tends to cover **3 broad areas** of skills and behaviours which can be categorised as:

⊘ People Management

⊘ Business Management

⊘ Self Management