



Understanding People Ltd
Stress Management and Interpersonal Skills Training

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Sample Course Outlines

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Introduction

Thanks for reading!

Here you will find a small selection of the training courses Understanding People can offer. This is not an exhaustive list, since we usually work in close partnership with our clients and develop tailored solutions which meet their needs and are compatible with their culture and organisation. Interventions may incorporate:

- ▲ “traditional” courses and workshops
- ▲ One to one coaching – face to face, or by phone/email
- ▲ Team development
- ▲ Web seminars
- ▲ Online learning modules
- ▲ Supporting subject specialists in delivering seminars and workshops

If you require an in-house intervention, we will be happy to tailor it to meet your needs. Please call us on **08450 943 874** for an informal, no obligation, discussion of your requirements, or send an email to info@understanding-people.co.uk.

We do also offer open courses, and forthcoming dates are published on http://www.understanding-people.co.uk/Course_calendar.html



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Delegation Skills Workshop

Nearly all managers and small business owners know they should delegate more. And most of them will admit they don't – for a variety of reasons.

In this workshop you will learn about the real benefits of delegation in freeing up your time in the long term, developing the skills of your employees, encouraging teamwork and improving effectiveness. You will get a set of practical tools you can use to plan what to delegate, to whom, how and to identify the benefits you can both expect.

Who should attend?

Anyone with responsibility for managing others, who wishes to use delegation to optimise the performance of their team.

Course Content

- The Manager's role
- Benefits of delegation
- Reasons why managers avoid delegating
- How to overcome the barriers
- Responsibility, accountability and authority
- Planning and prioritising – deciding what to delegate
- Deciding who to delegate to
- The 7 Step approach
- Delegation style – support and direction
- Giving feedback
- Motivation
- Delegation as part of the development strategy

Throughout the course delegates will use templates to build up their own delegation plan based on their own work and teams, ready to implement when they get back to work.

Learning Outcomes

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

- Outline the benefits of effective delegation
- Describe a process for deciding which tasks to delegate
- Select an appropriate team member for a given task
- Use a structured approach to delegating



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Developing Assertive Skills

We all know the benefits of assertiveness - better working relationships, more productive communication, reduced stress meaning higher motivation and effectiveness. But the skills of assertiveness rarely come naturally!

This one-day workshop is for individuals who want to learn to be more assertive, and to deal with both types of non-assertive behaviour in others. Participants will learn how to recognise the three main types of behaviour, and will practise techniques for remaining assertive in difficult situations.

Who should attend?

Anyone who wants to develop their own assertive skills, and to practise techniques for dealing with non-assertive behaviour (aggressive and passive) in others.

Course Content

What delegates will learn:

- How to identify the three main types of behaviour
- Defining behaviour in relation to the concept of rights and responsibilities in interpersonal transactions
- Their own preferred style of behaviour
- The verbal and non-verbal behaviours which typify assertive behaviour
- Benefits of assertive behaviour, and the consequences of non-assertive behaviour
- Techniques for dealing with non-assertive behaviour in others
- Strategies for defusing conflict

Learning Outcomes

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

- Define assertive, aggressive and passive behaviour, and describe the typical consequences of each style
- Recognise the verbal and non-verbal behaviour associated with each style
- Apply a number of techniques for dealing with non-assertive behaviour
- Develop an action plan to apply learning to situations in which they have found it difficult to be assertive.



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Effective Performance Appraisals

Effective appraisals can be crucial in developing and maintaining excellent performance. From encouraging positive and open communication between managers and their team members, to facilitating meaningful development plans which motivate the individual and enhance the effectiveness of the team, they are pivotal to performance management.

This workshop will help you to develop the skills and to apply some basic principles to ensure that your appraisals are worth while and enjoyable – for both parties!

Who should attend?

Anyone who has responsibility for carrying out performance reviews / appraisals for their team members.

Course Content

- Managing performance
- The “annual” appraisal – why it doesn’t work!
- Benefits of effective performance appraisal – to the individual, the manager, and the organisation
- Preparing for the meeting
- Key skills – questioning, listening, giving feedback
- Agreeing improvements in performance
- Development planning
- Supporting learners
- Follow up and keeping it alive

When delivered in-house this course can be tailored to encompass competency frameworks and online appraisal/competency management systems.

Learning Outcomes

At the end of the course, participants will be able to:

- Prepare for and conduct appraisal and development review meetings effectively
- Demonstrate the key skills needed for effective appraisal and development planning
- Describe an approach for agreeing improvements in performance
- Identify different learning activities which may be used to meet development needs



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Personal Effectiveness Under Pressure

All of us can go through times when we feel we've "lost our edge". Often, it's because the pressures we are under mean we are beginning to feel stressed, and at the very time we need to be on peak performance, we begin to doubt our abilities. To put it another way, it can feel like trying to run up the down escalator!

In this participative one-day workshop you will learn about responses to pressure, and how they can undermine us, unless we manage them.

Who should attend?

Managers, professionals and support staff who feel the need to review their approach to dealing with life's challenges.

Those who have recently transferred to new roles or taken on new responsibilities and would like to develop new strategies to cope with the demands on them.

Course Content

- How people work – the survival instinct
- Reactions to change
- Pressure and stress
- Symptoms and consequences of excessive pressure
- Minimising the stress response
- Identifying and reviewing your coping strategies
- Taking control
 - ▲ Personal organisation
 - ▲ Goal setting
 - ▲ Positive self-talk
 - ▲ Dealing with other people
- Reflection as a learning tool

Learning Outcomes

At the end of the course, participants will be able to:

- Explain the relationship between change, pressure and stress and the possible consequences for an individual
- Use techniques to counteract the stress response
- Identify their own current coping strategies when under pressure
- Describe additional strategies for dealing with pressure
- Develop an action plan to optimise their effectiveness by applying learning



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Time Management

A one-day course offering tips and techniques for getting the most out of your day. Participants will need to complete a time log prior to attending the course, to enable them to identify their problem areas and develop an action plan to address them.

The course will explore common barriers to effective time management, and suggests ways to overcome them, as well as introducing strategies for prioritising tasks and planning effectively.

Who should attend?

The course is aimed primarily at people who have management responsibilities, but would also benefit anyone who would like to improve their personal organisation and use of time. Delegates need to complete a time log prior to attending the course.

Course Content

- Monitoring your current use of time
- Effects of poor time management
- Benefits of good time management
- Prioritising your work
- Planning your time and allowing for the unexpected
- Effective delegation
- Time management tips

Learning Outcomes

At the end of the course, participants will be able to:

- Identify their own areas for development in relation to their use of time
- Apply techniques for planning and prioritising their workload
- List typical barriers to effective time management, and ways of addressing them
- Develop an action plan to transfer learning back to the workplace, with SMART objectives defining the outcomes and benefits