

# Eagle Partnerships



## Course Portfolio

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## **Contents**

<a href="#"><u>Appraisal Systems</u></a> .....	<a href="#"><u>3</u></a>
<a href="#"><u>Assertiveness</u></a> .....	<a href="#"><u>3</u></a>
<a href="#"><u>Coaching</u></a> .....	<a href="#"><u>4</u></a>
<a href="#"><u>Communication</u></a> .....	<a href="#"><u>4</u></a>
<a href="#"><u>Controlling Sickness Absence</u></a> .....	<a href="#"><u>5</u></a>
<a href="#"><u>Customer Care</u></a> .....	<a href="#"><u>5</u></a>
<a href="#"><u>Dealing with Employees' Problems</u></a> .....	<a href="#"><u>6</u></a>
<a href="#"><u>Delegation</u></a> .....	<a href="#"><u>6</u></a>
<a href="#"><u>Directors' Strategy Workshop</u></a> .....	<a href="#"><u>7</u></a>
<a href="#"><u>Effective Presentations</u></a> .....	<a href="#"><u>7</u></a>
<a href="#"><u>Employee Relations and Leadership</u></a> .....	<a href="#"><u>8</u></a>
<a href="#"><u>Finance for Non-Financial Managers</u></a> .....	<a href="#"><u>8</u></a>
<a href="#"><u>Getting Organised</u></a> .....	<a href="#"><u>9</u></a>
<a href="#"><u>Handling Grievance and Discipline</u></a> .....	<a href="#"><u>9</u></a>
<a href="#"><u>Letter and Report Writing</u></a> .....	<a href="#"><u>10</u></a>
<a href="#"><u>Making Meetings Work</u></a> .....	<a href="#"><u>10</u></a>
<a href="#"><u>Managing Change</u></a> .....	<a href="#"><u>10</u></a>
<a href="#"><u>Managing Problem People</u></a> .....	<a href="#"><u>11</u></a>
<a href="#"><u>Making and Implementing Decisions</u></a> .....	<a href="#"><u>11</u></a>
<a href="#"><u>Motivation</u></a> .....	<a href="#"><u>12</u></a>
<a href="#"><u>Negotiating for Profit</u></a> .....	<a href="#"><u>12</u></a>
<a href="#"><u>One-to-One Training</u></a> .....	<a href="#"><u>13</u></a>
<a href="#"><u>Problem Solving</u></a> .....	<a href="#"><u>13</u></a>
<a href="#"><u>Relationship Selling</u></a> .....	<a href="#"><u>13</u></a>
<a href="#"><u>Successful Interviewing</u></a> .....	<a href="#"><u>14</u></a>
<a href="#"><u>Time Management</u></a> .....	<a href="#"><u>14</u></a>
<a href="#"><u>Team Building</u></a> .....	<a href="#"><u>15</u></a>

## Appraisal Systems

A Two Day Workshop Plus a one-day follow-up three months later to monitor progress.

### Objectives

- (a) Understand the concepts involved in Appraisal Systems and Target Setting.
- (b) Gain some skill in holding appraisal interviews.
- (c) Understand the documentation and rating scales
- (d) Be able to formulate appropriate questions.
- (e) Have tested their listening skills.

NB. When the purpose of the workshop is to design an appraisal system, objectives (c) - (e) above will be replaced by: -

- Be involved in consultation on what special elements should be built into a system.
- Produce action plans on designing an appraisal system.

## Assertiveness

A Two Day Workshop Plus a half day follow-up three months later to assess the action achieved as a result of the workshop.

### Objectives

- Recognise aggressive, submissive, manipulative and assertive behaviour.
- Absorb the key rules of assertiveness.
- Appreciate the times and situations when people are assertive and non-assertive.
- Identify situations where personal assertiveness is necessary.
- Be able to disagree assertively.
- Give and receive praise or criticism assertively.
- Understand why assertive responses to situations can be more successful than other ways of responding.
- See that assertive behaviour can reduce stress.

## Coaching

A Two Day Workshop Plus a half-day follow-up three months later to assess the action achieved as a result of the workshop.

### Objectives

- Identify training needs.
- Seek out suitable training and development opportunities.
- Provide appropriate training to develop skills.
- Identify coaching opportunities.
- Understand how people learn.
- Create learning situations.
- Prepare to coach.
- Develop effective coaching skills.
- Evaluating the effectiveness of coaching.

## Communication

A One Day Workshop Plus a one day follow-up to be held in five months to monitor the progress of the system.

### Objectives

- Be able to ensure that information coming from the top reaches the bottom of the organisation unchanged.
- Understand the crucial role of the leader in communicating effectively through an organisation's Team Briefing System.
- Appreciate how a system fits into a company's employee relations policy.
- Be able to implement Team Briefing with conviction and enthusiasm.

## **Controlling Sickness Absence**

A Two Day Workshop Plus a half day follow-up three months later to assess the action achieved as a result of the workshop.

### **Objectives**

- Know how to control sickness absence and our role within this.
- Understand policies for controlling sickness absence.
- Examine the steps to take when dealing with short-term persistent absence.
- Examine the steps to take when dealing with long-term health problems;
- Be able to handle sickness absence with the required skills and knowledge.

## **Customer Care**

A Two Day Workshop Plus a half day follow-up three months later to assess the action achieved as a result of the workshop.

### **Objectives**

- Improve customer care in our organisation.
- Identify who our customers are.
- Analyse the ingredients of effective customer care.
- Understand how every part of the organisation has an impact on customer care.
- Improve the quality of incoming and outgoing telephone calls.

## Dealing with Employees' Problems

A One Day Workshop Plus a half-day follow-up three months later to assess the action achieved as a result of the workshop.

### Objectives

- Analyse current methods being used to deal with employees' problems.
- Establish approaches for identifying when employees are experiencing problems.
- Establish approaches to help employees understand and resolve problems.
- Develop problem identification and resolution skills.
- Assess approaches used to handle problem employees in specific situations.
- Recognise good and bad practice in handling problem employees.
- Establish guidelines for handling problem employees.
- Develop skills in conducting interviews with problem employees.

## Delegation

A One Day Workshop Plus a half day follow-up 3 months later to assess effectiveness and monitor the action notes.

### Objectives

- Identify the major difficulties in delegation and how to overcome them.
- Identify and set personal and departmental delegation priorities.
- Understand why clarifying responsibilities is essential to delegation.
- Understand why setting standards is essential to delegation.
- Understand why agreeing standards is essential to delegation.
- Develop ways of delegating effectively so that personal efficiency is increased.

## **Directors' Strategy Workshop**

A Two Day Workshop Plus a one-day follow-up session three months later to assess the progress of the action plans.

### **Objectives**

- Build the senior team in order to achieve higher profitability.
- Discuss and propose solutions to the major people barriers.
- Study the options available in time and techniques resources to reinforce the role of line managers within the group in relation to the Personnel function.
- Produce a 3 to 5 year plan related to profit through people which will include employee relations, communication, payment structures and management control systems.

## **Effective Presentations**

A Two Day Workshop Plus a half day follow-up three months later to assess the action achieved as a result of the workshop.

### **Objectives**

- Understand how to plan and deliver an effective presentation.
- Be able to use presentation techniques as an aid to persuade others.
- Understand how to structure a presentation.
- Understand the need to develop the use of visual aids.
- Be able to prepare and present easily understood presentations that will retain the attention of an audience.

## **Employee Relations and Leadership**

A Four Day Workshop Plus a one-day follow-up three months later to assess the action that participants achieved as a result of the workshop.

### **Objectives**

- Implement the precise action needed to achieve maximum commitment from working teams by using the action plan produced during the workshop.
- Implement workplace discipline in order to control and improve conduct and work-rate.
- Lead, co-ordinate, plan and communicate the management of tasks.
- Direct activities in order to promote harmonious employee relations.
- Deal effectively with the most common shop floor irritants (sickness, absenteeism and timekeeping).
- Understand the essential things that a workgroup leader must do to be seen to be effective and build the working team.
- Recognise impending employee relations' conflict areas, and think and plan before taking corrective action using the most appropriate management tool for remedying people problems.

## **Finance for Non-Financial Managers**

A One Day Workshop Plus a half-day follow-up three months later to assess the action achieved as a result of the workshop and to review the project that participants were given to complete.

### **Objectives**

- Learn the basic language and principles of finance and accounting
- Build skills for evaluating organisational performance.
- Communicate better with others in the 'language of business'.
- Understand the accounting principles on which financial statements are based.
- Recognise and understand the three main financial statements:
  - Profit and loss account
  - Balance sheet
  - Cash flow statement.
- Interpret these financial statements and evaluate their results.

## Getting Organised

A One Day Workshop Plus a half-day follow-up three months later to assess the action achieved as a result of the workshop.

### Objectives

- Identify which activities are well or badly organised.
- Find out which activities managers' jobs contain and rank these in terms of their importance and the relative amount of time devoted to them.
- Relate the breakdown of jobs to a simple classification of types of activities.
- Apply some simple rules for handling day-to-day tasks.
- Identify regular tasks and find ways of organising these effectively.
- Handle interruptions.
- Organise one-off tasks.
- Use simple charts for scheduling work.
- Develop ways of saving working time and managing time more effectively.

## Handling Grievance and Discipline

A One Day Workshop for Managers and Supervisors Plus a half day follow-up three months later to measure the Workshop's effectiveness.

### Objectives

- Implement workplace discipline in order to control and improve conduct and work-rate and increase profitability.
- Deal effectively with the most common shop floor irritants (sickness, absenteeism and timekeeping).
- Understand how the disciplinary process relates to current employment law.

## **Letter and Report Writing**

A One Day Workshop Plus a half day follow-up three months later to assess the action achieved as a result of the workshop.

### **Objectives**

- Be able to analyse current and anticipated writing activities in the work situation and identify areas for improvement.
- Establish approaches for achieving results through the use of effective written communication.
- Develop skills in using written communication to achieve results.

## **Making Meetings Work**

A One Day Workshop Plus a half day follow-up three months later to assess the action achieved as a result of the workshop.

### **Objectives**

- Identify the factors which make meetings effective or ineffective.
- Recognise the types of behaviour and attitudes which contribute to the effectiveness of meetings.
- Establish what can be done to make meetings more effective.
- Develop listening skills.

## **Managing Change**

A Two Day Workshop Plus a half day follow-up three months later to assess effectiveness and monitor the participant's action notes.

### **Objectives**

- Implement change decisions taken at more senior levels.
- Look to the future and plan for the future.
- Define their activities and analyse their context.
- Research how their context will change in the future.
- Shape their activities to fill the needs and opportunities.
- Decide steps to help progress from present to future.

## **Managing Problem People**

A Two Day Workshop Plus a half-day follow-up three months later to assess effectiveness and monitor the action notes.

### **Objectives**

- Specify people problems in behavioural terms.
- Identify the existing triggers for problem behaviour.
- Identify the existing reinforcers for problem behaviour.
- Work out how to solve the problem by changing triggers or reinforcers or both.

## **Making and Implementing Decisions**

A One Day Workshop Plus a half-day follow-up three months later to assess the action achieved as a result of the workshop.

### **Objectives**

- Explore the options available when deciding how to make decisions.
- Identify the factors which can indicate the most appropriate decision-making style.
- Consider the benefits and problems associated with different styles.
- Establish a procedure for selecting an appropriate style.
- Consider the implications of adopting a flexible style.
- Understand what is involved in implementing decisions.
- Identify the factors that help and hinder the process.
- Prepare an implementation plan.

## **Motivation**

A One Day Workshop Plus a half-day follow-up three months later to assess the action achieved as a result of the workshop.

### **Objectives**

- Explore opinions about motivation.
- Understand why people work.
- Explain some of the theory of motivation.
- Identify concrete steps to take to motivate workgroups.

## **Negotiating for Profit**

A Two Day Workshop Plus a half-day follow-up three months later to assess effectiveness and validate the action achieved as a result of the workshop.

### **Objectives**

- Be more aware of the everyday opportunities for making agreements which benefit all concerned.
- Understand the process of reaching agreement.
- Be able to apply the skills of effective negotiating.
- Conduct more productive and effective negotiations for both the individual and the organisation.
- Have a more effective and harmonious working relationship.
- Make better use of time and energy.

## **One-to-One Training**

A Two Day Workshop Plus a half day follow-up three months later to assess the action achieved as a result of the workshop.

### **Objectives**

- Understand how to prepare to train by deciding what to teach and who to teach.
- Understand how people learn and why jobs must be put into context.
- Understand the need to break instruction down into digestible chunks and the need for practise.
- Understand why people learn and the importance of incentives, encouragement and praise.

## **Problem Solving**

A One Day Workshop Plus a half day follow-up three months later to assess effectiveness achieved as a result of the workshop.

### **Objectives**

- Understand the basic principles to follow in order to correctly identify and effectively solve problems.
- Take steps towards solving existing departmental or company problems.
- Identify the types of thinking needed to deal with problems.
- Develop a more analytical approach to solving problems.

## **Relationship Selling**

A Three Day Workshop Plus a half-day follow-up three months later to assess the action achieved as a result of the workshop.

### **Objectives**

- Understand the Buying and Selling Cycles
- Use SMART objectives to plan sales activities
- Use NEEDS to gain more customer visits
- Use NEEDS and RELATIONSHIP SELLING TECHNIQUES to make more sales

## Successful Interviewing

A Three Day Workshop Plus a half day follow-up three months later to assess the action achieved as a result of the workshop.

### Objectives

- Understand how current employment legislation relates to the recruitment process.
- Appreciate the importance of interviewing.
- Be clear on the purpose of interviews.
- Develop the ability to prepare for interviews.
- Recognise the values of constructive questioning.
- Understand the importance of listening.
- Distinguish between different types of interview and prepare accordingly.

## Time Management

A One Day Workshop Plus a half day follow-up 3 months later to assess effectiveness and monitor the participant's action notes.

### Objectives

- Identify the major difficulties of time management and how to overcome them.
- Identify and set personal and departmental work priorities.
- Understand how to conserve personal energy and develop creative positive thought.

## Team Building

A Two Day Workshop Plus a half day follow-up three months later to assess what teams achieved as a result of the workshop.

### *Objectives*

- Understand why some teams are more effective than others
- Carry out a team role audit
- Identify the characteristics of effective teams
- Explore ways that will encourage the development of such characteristics
- Critically examine the team in order to devise specific plans for developing team effectiveness
- Set achievable goals and get the right priorities
- Understand the need for the right mix of people and keeping them motivated and committed to the team's goals
- Review regularly what has been happening and take initiatives to make things happen