



Helping Your Business To Achieve Its Full Potential



Our vision is to become your first choice provider for all of your Management and Personal Development training needs.

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TLS Course Outline Brochure Management and Personal Development

Welcome

Founded in September 2002 by two training professionals who together have over 30 years experience in the design and delivery of bespoke in-house courses, Bristol based Total Learning Solutions Ltd. has already established a reputation for delivering quality **Management and Personal Development** training solutions at very competitive prices.

David Morgan, Director

Why Choose Total Learning Solutions Ltd.?

The team behind Total Learning Solutions has been developing and delivering practical training solutions for over 16 years. Our clients keep coming back to us because:

- all of the training we deliver is in small groups (average size 8 delegates). This ensures that the individual needs of participants are met
- we have a proven track record in providing training solutions for large to small organisations in both the private and public sectors
- during our workshops, the participants are encouraged to complete an 'action plan', which are then used to support the transfer of the knowledge and skills acquired to the workplace
- every workshop delivered is practical, interactive, challenging, enabling and enjoyable
- the participants validate every workshop and a summary of the feedback is provided to the client.

'The workshop brief was met in full. A very enjoyable and interactive day that was well organised and presented. Good visuals and handouts and plenty of opportunity for participation', Bristol City Council.

'A well-balanced workshop. I appreciated the open approach - a lot of fun and a great way to learn. A pleasant and enjoyable experience, thank you', Camelot Group plc.

'An excellent workshop. Very well organised and prepared, interesting and fun. Personal experiences shared by the facilitator made the event even more interesting', Coultts & Co.





TLS Course Outline Brochure

Management and Personal Development

Our mission - we will provide you with a competitive service that you can rely on the change attitudes, unlock latent skills and make a positive impact on your business.

Course Categories, Titles and Booking Codes

Communication and Business Skills Series

Page No.	Course Title	Booking Code
4	Advanced Minute Taking	(TLS/CBS01)
6	Assertiveness	(TLS/CBS02)
8	Communication Skills	(TLS/CBS03)
12	CV Writing and Interview Skills	(TLS/CBS04)
13	Evaluating Training	(TLS/CBS05)
19	Meeting Minutes	(TLS/CBS06)
20	Meetings	(TLS/CBS07)
23	Presentation Skills	(TLS/CBS08)
25	Report Writing	(TLS/CBS09)
30	Time Management	(TLS/CBS10)
32	Train the Trainer	(TLS/CBS11)
33	Writing Skills	(TLS/CBS12)

Leadership and Management Skills Series

17	Leadership and Motivation	(TLS/LMS01)
22	Performance Management	(TLS/LMS02)
24	Problem Solving	(TLS/LMS03)
27	Stress Awareness and Management	(TLS/LMS04)
28	Team Building	(TLS/LMS05)

Sales and Customer Care Skills Series

10	Customer Service Skills	(TLS/SCCS01)
15	Influencing Skills	(TLS/SCCS02)
21	Negotiating Skills	(TLS/SCCS03)

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Advanced Minute Taking

Overview

This practical one-day course seeks to build on those areas already covered during our Meeting Minutes course. It offers practical guidance on how to influence the effectiveness of a meeting and quality of the minutes produced through the adoption of a more assertive approach to taking minutes.

This highly practical course will provide experienced minute takers with the opportunity to enhance their skills using exercises specifically designed for this purpose and receive constructive feedback.

Outcomes

At the end of this course, you will be able to:

- identify the differences between submissive, aggressive and assertive behaviour
- successfully influence the effectiveness of meetings through the adoption of a more assertive approach to taking minutes
- develop a 'Minute-taker's Checklist'
- clearly identify your role before, during and after the meeting
- deal with jargon, technical language, grammar and punctuation professionally.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

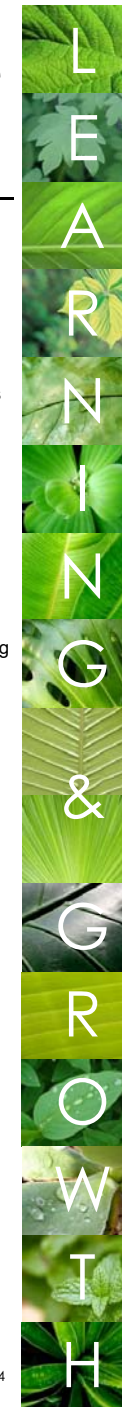
Duration

1 day

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Management and Personal Development

Key Areas Covered

- Review of activity following the 'Meeting Minutes' course.
- A refresher session covering the 'effective meeting' and 'role of the minute-taker'.
- The 'Minute-taker's Checklist'.
- Asserting your rights as a minute-taker - what is assertive behaviour and how does it differ from submissive and aggressive behaviour?
- The impact of effective communications on assertive behaviour:
 - what is said (the words used)
 - the way it is said (the tone of voice)
 - how the person looks (the body language).
- Techniques that can be used to support assertive behaviour:
 - being honest about what is relevant
 - sticking to the bottom line - the 'Instant Replay' technique
 - negotiation as equals.
- Expressing ideas accurately and concisely:
 - sentences and paragraphs
 - grammar & punctuation.
- Distinguishing the important from the irrelevant:
 - jargon and technical language.
- Consolidating your confidence as a minute taker - exercises and feedback.

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Management and Personal Development

Assertiveness

Overview

Assertive behaviour is adult-to-adult behaviour and is essential if you are to work effectively in teams and with customers. It can help to ensure that you maximise your contribution to the success of your organisation and can also lead to the development of a more confident approach to your work on a day-to-day basis.

This course will provide you with practical guidance on how to influence and persuade others through the appropriate use of assertive behaviour. It will lay the foundations for improving levels of self-confidence in the workplace and for developing influencing strategies to resolve future work-based problems.

Outcomes

By the end of this course, you will be able to:

- identify the differences between submissive, aggressive and assertive behaviour
- state the benefits of being able to successfully influence people and events through the adoption of a more assertive approach
- identify how assertive behaviour can help you to deal with criticism, confrontation and anger in the workplace
- demonstrate the effective use of communication, listening, questioning and negotiation skills in support of assertive behaviour
- plan how to influence others to resolve future work-based problems.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Continued...

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Management and Personal Development

Key Areas Covered

- Difficult people to influence and their impact on individuals and the business.
- Relationship between Influencing and Selling:
 - good and bad sales people - which one are you
 - the decision to buy is based on
 - the 5 Cs of effective selling.
- What is 'Assertive' behaviour and how does it differ from submissive and aggressive behaviour?
- Techniques that can be used to support assertive behaviour:
 - being honest about what is relevant
 - sticking to the bottom line - the 'Instant Replay' technique
 - negotiation as equals.
- Ensuring that people remember you and your message for the right reasons - the impact of effective communications on assertive behaviour:
 - what is said (the words used)
 - the way it is said (the tone of voice)
 - how the person looks (the body language)
 - questioning and listening skills.
- Building rapport - a 4-step approach.

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Management and Personal Development

Communication Skills

Overview

The key to effective communication is *sounding authentic* i.e. sounding as if you mean what you are saying. In order to do this, you need to get your message across with conviction, confidence and personal authority. For people to accept and take on board your ideas, you need to sound as if you actually believe in what you are saying - *'it's not what you say, it's the way that you say it'*. An old cliché perhaps, but it does highlight a very important point. The tone of your voice, your gestures (body language, non-verbal communication), the use of appropriate questions and your ability to *'listen to understand'* can all impact on your ability to get your message across.

This highly practical course is aimed at those seeking an introduction to communication skills, both face to face and using the telephone, and also serves as a useful refresher for those who have previously attended a similar course(s).

Outcomes

By the end of this course, you will be able to:

- demonstrate the skills required to create the right impression and to sound authentic
- state the benefits to be derived from using open, probing and closed questions
- state the importance of *listening to understand*
- identify your natural communication style in support of further development, where appropriate, back in the workplace.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

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Management and Personal Development

Key Areas Covered

- Creating the right impression.
- The eight points of effective communication.
- Face to face communication - sounding authentic (what we say, how we say it, the way we look).
- Active listening.
- Questioning techniques (the *funnel technique*, use of open, probing and closed questions).
- Directing the conversation (the *conversation cycle*).
- Communicating on the telephone.
- An introduction to dealing with complaints.

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Management and Personal Development

Customer Service Skills

Overview

Good customer service is essential to the survival and prosperity of any organisation/service provider. Delivering '*exceptional customer service*' however can set you apart from your competitors, encourage repeat & referral business and help to establish a long term rapport with your customers.

Delivering '*exceptional customer service*' is not about following a pre-determined list of tasks or reading extracts from pre-prepared scripts, it's a way of life.

This highly practical course is suitable for individuals in a customer-facing role who are seeking to develop skills in the pursuit of delivering '*exceptional customer service*'.

Outcomes

By the end of this course, you will be able to:

- explain why the delivery of '*exceptional customer service*' is so important to your organisation
- identify the essential elements of effective communication and begin to apply them when communicating face to face and on the telephone
- state the importance of '*listening to understand*'
- recognise the importance of building and maintaining rapport with your customers.

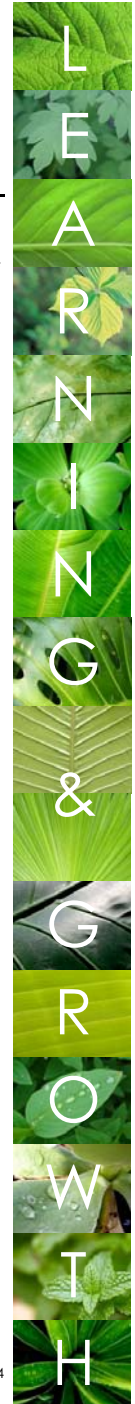
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Duration

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Management and Personal Development

Key Areas Covered

- The **DOs** and **DON'Ts** of delivering 'exceptional customer service'.
- Who are your customers?
- Identifying the roles of a service provider.
- Considering a service.
- Experiences of good and bad customer service.
- Why is 'exceptional customer service' so important?
- The ladder of loyalty.
- The impact of an advocate.
- Seeing the world through your customers' eyes.
- Customer perception and expectation.
- The impact of your 'interpersonal skills' on the quality of the service you provide to your customers - the importance of *body language, tone* and *words*.
- Developing your listening skills.
- Developing your questioning skills.
- Building and maintaining rapport with your customers.
- Communication filters.
- Customer choice.
- Complaint handling/service recovery.
- Successful telephone techniques.

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CV Writing and Interview Skills

Overview

FACT... there is no longer such a thing as 'a job for life'. Organisations regularly undergo periods of operational and departmental change often resulting in staff being disestablished from their current roles. For many, it will have been several years since they have had the experience of proactively seeking redeployment within, or a new role external to the organisation.

This course has been designed to support those who find themselves in the position of having to find another role by sharing current best practices in both CV design and interviewing techniques.

Outcomes

By the end of this course, you will be able to:

- complete the design of a 'best practice' CV
- recognise the key elements of the interviewing process including preparation, questioning and creating the right impression.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Key Areas Covered

- Preparing and/or updating your CV.
- Reviewing of the job application process (internal and/or external).
- Introducing the 'assessment centre' process.
- The 'structured interview'.
- How can competency frameworks to support your application?

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Evaluating Training

Overview

Any training activity undertaken should be regarded as an investment and like all sound investments there should be a positive return. For any business wishing to understand the return on this investment it must:

- ensure that the training activity is relevant to the present and/or future needs of both the business and the participants
- assess/validate the effectiveness of the event itself
- provide opportunities for the newly acquired learning to be transferred to the job
- evaluate the training activity in terms of its added value to the business.

Managers at all levels have a key role in ensuring the effectiveness of training undertaken through their proactive involvement in pre-event briefings, post-event de-briefings and post-event follow-up meetings.

This course is suitable for those who are responsible for staff, are involved in conducting appraisals and supporting their respective training needs (i.e. managers, assistant managers, supervisors, team leaders).

Outcomes

By the end of this course, you will be able to:

- recognise the reasons for evaluating training activity - within the context of individual achievement and business success
- identify a *'best practice'* approach to evaluation stating the responsibilities of the line manager and the trainer
- demonstrate the appropriate use of the evaluation support material discussed during the course

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

Approximately half a day

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Management and Personal Development

Key Areas Covered

- The importance of evaluating every training event.
- The impact that effective evaluation has on the identification of individual achievement and business success.
- Identifying a recognised model of best practice for evaluating training.
- The responsibilities of the trainer and line manager in the evaluation process.
- Continuous improvement - the importance of the on-the-job cascade of the content of the course to all staff.

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Management and Personal Development

Influencing Skills

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Overview

In order to deliver what is expected of you, technical competence in your respective area of responsibility is key. However, you should never lose sight of the need to develop, where appropriate, your interpersonal competence in areas such as communication, listening, feedback and coaching. They all contribute significantly to what you achieve and the way in which you achieve it - underpinning your technical competence. Influencing is a key interpersonal skill for both front line and support staff, which can be used to improve your communications with customers, both internal and external.

This course will provide you with practical guidance on how to influence and persuade others through the use of appropriate behaviours. It will lay the foundations for improving levels of self-confidence in the workplace and for developing influencing strategies to resolve future work-based problems.

Outcomes

By the end of this course, you will be able to:

- state the benefits of being able to successfully influence people and events
- identify the differences between submissive, aggressive and assertive behaviour
- demonstrate the effective use of communication, listening and questioning skills in support of influencing
- begin to use assertive behaviour and supporting techniques to help you to deal with criticism, confrontation and anger in the workplace
- develop influencing strategies to resolve future work-based problems.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Continued...

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Management and Personal Development

Key Areas Covered

- Why do people resist change?
- Difficult people to influence and their impact on you and the business.
- Relationship between Influencing and Selling:
 - good and bad sales people - which one are you
 - the decision to buy is based on
 - the five C's of effective selling/influencing.
- An assertive approach to dealing with conflict - what is 'Assertive' behaviour and how does it differ from submissive and aggressive behaviour?
- Techniques that can be used to support assertive behaviour:
 - being honest about what is relevant
 - sticking to the bottom line - the 'Instant Replay' technique
 - negotiation as equals - an introduction to negotiation.
- Ensuring that people remember you and your message for the right reasons - the impact of effective communications on your ability to influence:
 - what is said; the words used
 - the way it is said; the tone of voice
 - how the person looks; the body language
 - questioning and listening skills.
- Building rapport - a four step approach.

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Leadership and Motivation

Overview

Leadership skills do not come about by simply applying the job title of *Team Leader*; they need to be developed and supported where required. Respect from your team is all-important, but it must be earned through your actions rather than by your words or job title.

This course is aimed at developing your confidence to lead teams effectively. It will help you to identify your strengths and provide you with the tools required to lead a motivated, successful team.

Outcomes

By the end of this course, you will be able to:

- list the characteristics of an effective leader and identify your leadership style/qualities
- identify the impact that your leadership style may have on other members of your team and how to adapt your style as required
- state the value of *team roles* within an effective team and identify how these may be used to develop your current team
- begin to use assertive behaviour and supporting techniques to help you to deal with criticism, confrontation and anger within your team.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Continued...

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Management and Personal Development

Key Areas Covered

- What makes a good leader?
- Identifying and developing your own leadership style.
- What makes a team tick?
- Successful leaders communicate effectively - developing an awareness of your impact on others through:
 - the words you use
 - your tone of voice
 - your body language (*'non-verbal communication'*).
- Team roles and their importance.
- Developing the capability of your team.
- Using assertive behaviour to resolve conflict within your team.
- The importance doing or delegating tasks and the impact of procrastinating.
- Empowering your team.
- Accepted theories on motivation and how to apply them in practice.

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Meeting Minutes

Overview

Meetings form a crucial part of any organisation's day-to-day operation. The success of any meeting will depend, not only on the quality of the discussions, the decisions reached and actions identified, but also on the accuracy of the minutes taken. It is important that those who support the key process of minute taking are able to listen actively, take constructive notes and produce minutes that satisfy their intended purpose and the readers' needs.

This highly practical course is aimed at helping you to develop the key skills required to take effective meeting minutes.

Outcomes

At the end of this course, you will be able to:

- identify the responsibilities of the minute taker, the Chair and the meeting participants before, during and after the meeting
- identify the barriers to effective listening and how these can impact on your ability to concentrate and take effective notes
- utilise a range of techniques to develop your note taking style
- structure a written meeting record, which is more concise, more accurate and easier to read.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Key Areas Covered

- The 'Effective Meeting'.
- The role of the minute taker.
- The role of the Chair and meeting participants.
- The importance of the agenda and time-scales.
- How to structure your minutes.
- Improving the clarity and impact of your minutes.
- The critical skill of 'active listening'.
- Note taking tips and techniques.

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Meetings

Overview

Meetings form a crucial part of any organisation's day-to-day operation and can be extremely effective in promoting good communication and building a positive team spirit. Many meetings however are ill-prepared and poorly run adding little or no value - often being referred to as an 'alternative to work'!

The success of any meeting will depend, not only on the quality of the discussions, the decisions reached and actions identified, but the effectiveness of the chair, participants and minute taker. It's a team effort. This highly practical course will focus on what makes an 'effective meeting' by exploring these key roles and identifying crucial pre and post meeting activities.

Outcomes

By the end of this course, you will be able to:

- identify when and when *not* to hold a meeting
- plan, run and participate in an effective meeting
- assess meeting outcomes against specific objectives.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Key Areas Covered

- Why hold a meeting?
- Getting back to work - practical alternatives to meetings!
- Meetings by objectives - how and why this approach works.
- Planning and preparing for a meeting.
- Setting the agenda and sticking to it.
- How to facilitate during a meeting - the role of the meeting leader.
- How to keep track of events - the role of the minute-taker.
- The roles individuals adopt within a group.
- How to avoid potential conflict within the group.
- Dealing with emotion and hidden agendas.
- Gaining agreement and commitment to action.
- Assessing the outcome against the meeting objectives.

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Negotiating Skills

Overview

Successful negotiations involve an element of trade or bargaining, an exchange of one valuable resource for another to enable both parties to achieve a satisfactory outcome.

This highly practical course will show you how to pursue your objectives whilst maintaining positive and co-operative relationships with your customers, both internal and external.

Outcomes

By the end of this course, you will be able to:

- list the key elements of a structured negotiation process
- identify the real meaning of 'win-win' within the context of negotiations
- plan and prepare ahead of the negotiation
- demonstrate the communication skills required to negotiate a successful outcome
- identify the benefits of being able to successfully influence others.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Key Areas Covered

- What makes a good negotiator?
- What is your current approach to negotiating?
- Negotiation as a structured process.
- The real meaning of 'win-win'.
- Preparing and planning ahead of the negotiation.
- What to say in the first five minutes.
- Effective/appropriate communication skills:
 - the importance of body language, tone and words
 - developing listening and questioning skills.
- Identifying assertive behaviour and how it can help you to deal with difficult situations.
- The importance of building a rapport with your customers.

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Performance Management

Overview

Performance Management can be a powerful way of motivating staff, realising business goals and developing people's natural potential. Operated at a superficial level, however, it achieves relatively little benefit and at worst can have completely the opposite effect.

This course is aimed at all managers/supervisors and team leaders who are required, as part of their role, to use a Performance Management tool to effectively manage the performance and development of their staff.

Outcomes

By the end of this course, you will be able to:

- recognise the reasons why, as managers, you have to effectively manage the performance of your staff
- sell the benefits of performance management to your staff
- identify what needs to be done and when
- use a Performance Management tool to effectively manage staff performance and development
- recognise the key management skills that underpin the performance management process and identify areas for personal development.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Key Areas Covered

- Why performance management?
 - key business drivers and benefits - where are you now
- The Performance Management process:
 - what are we managing - the 3 phase cycle
 - objective setting - competencies
 - training and development.
- Management skills underpinning performance management.
- Performance Ratings.
- Making the performance management process work.

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TLS Course Outline Brochure

Management and Personal Development

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In practice, our courses are tailored to meet the requirements of our clients.

Presentation Skills

Overview

The thought of having to give a presentation fills many people with a feeling of utter dread. Even experienced presenters sometimes find it very tough going. This course considers why this is & what you can do to give yourself the best possible chance of success. It is aimed both at beginners and those who have some experience, but who feel they would benefit from an overview of current best practice.

Outcomes

By the end of this course, you will be able to:

- describe the key stages of a presentation
- state the importance of setting SMART objectives
- list the positive and negative mannerisms to be aware of when making a presentation
- demonstrate how to develop and use visual aids effectively
- deliver an effective presentation.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 to 2 days (dependent on group size)

Key Areas Covered

- Creating the right climate.
- Preparation and structure - considerations for the INTRO, development and conclusion.
- The importance of developing SMART objectives.
- Visual aids - design considerations and how to use them effectively.
- Creating the right impression - personal skills to consider during the delivery phase.
- Individual practice - develop and deliver a presentation and receive constructive feedback from the group.

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Problem Solving

Overview

The ability to tackle problems calmly and rationally is vital if the root cause is to be determined and a lasting solution found. When faced with totally new problems however, a more creative, unstructured approach may be needed.

This course will provide you with practical guidance in tackling a wide range of problem types, decision making situations and planning methods.

Outcomes

By the end of this course, you will be able to:

- list the 8 steps in the problem solving cycle
- identify the barriers to problem solving and how to avoid them
- recognise the value of creative thinking when problem solving
- Identify different problem types and select & apply appropriate techniques to resolve them
- recognise the problem situations that you are likely to encounter in the workplace.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Key Areas Covered

- The problem solving cycle.
- Barriers to problem solving.
- Creative thinking.
- Common blocks to creative thinking.
- Situation analysis.
- Common problem types.
- Problem analysis.
- Brainstorming.
- Unlocking your creative thinking.
- The Pareto principle.
- Cause & Effect analysis.
- Force Field analysis.
- S.W.O.T. analysis.

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Report Writing

Overview

An effective written report should enable the reader to make the necessary decisions based on the information provided. It should also be inviting, persuasive and encourage the reader to read through to the end.

The highly practical course will focus on the process supporting effective report writing e.g. how to gather ideas efficiently, as well as how to structure, style and present written reports appropriately so that your target audience can quickly and easily understand the message you are trying to convey.

Outcomes

By the end of this course, you will be able to:

- use the 'effective report writing cycle' to support the gathering of data and selection of relevant information
- improve the structure of your reports through the correct use of sentences, paragraphs and punctuation
- express ideas accurately and concisely using language that will aid and not confuse the reader
- present your completed written report in a way that enhances readability and comprehension.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

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Key Areas Covered

- Planning:
 - working through the 'effective report writing cycle'.
- Structure and Content:
 - report writing templates
 - sentences and paragraphs
 - punctuation
 - summarising techniques.
- Style:
 - active and passive verbs and nominalisations
 - abbreviations, jargon and buzzwords
 - ambiguity
 - confusing word pairs and groups
 - tautology and fuzzy meanings.
- Presentation:
 - design, layout and formatting
 - introducing the Bristol City Council's 'Visual Identity' guide
 - options for presenting data
 - considerations for oral presentation.

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Stress Awareness and Management

Overview

Stress is fast becoming a way of life. We are all subject to stress, regardless job role, age, social status or intellectual ability.

Too much pressure and stress in the workplace can adversely affect performance, creativity, motivation and communication. It can lead to confused thinking, irrational decision-making and absenteeism and can be very costly to an organisation and also the individuals concerned. This course will encourage you to think about why this should be, what you can do to regain control and become more effective and also how you can help others become more effective in the workplace.

Outcomes

By the end of this course, you will be able to:

- identify the causes, signs and symptoms of stress in the workplace
- determine your 'personal stressors' and begin to identify 'stressors' of others
- begin to develop strategies for managing your 'personal stressors' and for supporting those of others in the workplace.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Key Areas Covered

- What is stress and how does it differ from pressure?
- Impact of stress in the workplace.
- Identifying the common causes and symptoms of stress.
- Identifying your 'personal stressors'.
- Coping Mechanisms - introducing techniques that can bring about a reduction in stress levels.
- What can you do to minimise stress in the workplace?

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Team Building

Overview

Team working is an integral part of any organisation's day-to-day operation. Effective teams can often mean the difference between success and failure for many individual departments, divisions and even companies.

Effective teamwork generates a phenomenon known as 'synergy'. This is where the combined and coordinated actions of people working together produce an effect/result greater than the sum of their parts e.g. it takes two people to move an upright piano, yet one person, on their own, could not move half a piano.

Successful teams apply their collective talents, abilities and experiences to achieve goals and objectives that would otherwise be impossible for any of the individual team members to achieve on their own. But how can you contribute to the development of a successful team? This highly practical course will show you how!

Outcomes

By the end of this course, you will be able to:

- state the defining characteristics of a successful team
- list the strengths that you can bring to your team
- recognise the importance of 'team thinking' to improve processes
- identify how to contribute to the development of an effective team.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of group exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

Continued...

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Management and Personal Development

Key Areas Covered

- The importance of teamwork and co-operation.
- The benefit of effective teams.
- The 10 characteristics of effective teams:
 - what makes a team tick
 - team roles & their importance.
- The 4 stages of team development:
 - forming, storming, norming and performing
 - where are you and your team now and how do you move on to the next step.
- Successful teams communicate effectively:
 - developing an awareness of your impact on others & how to avoid conflict.
- A motivational approach to team working:
 - the role of 'igniters' and 'killers'.
- What are you looking to achieve and where are you heading?
 - using 'mission' and 'vision' statements to develop a team identity and provide direction.

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Time Management

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Overview

Getting 'more results with less effort' is a goal we often hear people aspiring to. More often than not however, these same people never seem to have enough time! This course explores the fundamental reasons behind this and introduces a number of tools & techniques that can be applied back in the workplace in an effort to 'work smarter not harder'.

Outcomes

By the end of this course, you will be able to:

- identify the common time wasters and develop strategies for dealing with them
- develop a personal strategy for coping with work demands
- turn meetings into valuable events rather than practical alternatives to work
- identify the activities that are key to your success
- appreciate the value of delegation.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 full day

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Management and Personal Development

Key Areas Covered

- Time management principles:
 - what is time
 - views on time management
 - time - the great leveller.
- Time wasters:
 - common time wasters - interruptions, paperwork, e-mail, telephones, meetings
 - rules for meetings
 - fuzzy meanings
 - behaviour, feeling and effect
 - listening skills.
- Organising and planning:
 - organising and planning principles
 - key result areas
 - filtering your work
 - the Pareto principle
 - S.W.O.T analysis.
- Supporting techniques:
 - delegation
 - golden rules.

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Management and Personal Development

Train the Trainer

Overview

The thought of having to deliver a structured coaching or training session fills many people with a feeling of utter dread. Even experienced trainers can sometimes find it very tough going. This course considers why this is & what you can do to give yourself the best possible chance of success. It is aimed both at beginners, and those who have some experience and feel they would benefit from an overview of current best practice.

Outcomes

By the end of this course, you will be able to:

- describe the key stages of a training session
- state the importance of setting SMART objectives
- list the positive and negative mannerisms to be aware of when delivering a training session
- demonstrate how to develop and use visual aids effectively
- develop mechanisms to support the validation & evaluation of the training delivered.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 to 2 days (dependant on group size)

Key Areas Covered

- Creating the right climate for training.
- Preparation and structure - considerations for the INTRO, development and conclusion.
- The importance of developing SMART objectives.
- Visual aids - design considerations and how to use them effectively.
- Creating the right impression - personal skills to consider during the delivery phase.
- Validating and evaluating the training delivered.
- Individual practice - develop and deliver a training session and receive constructive feedback from the group.

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Writing Skills

Overview

This highly practical one-day course is aimed at encouraging you to develop the skills required to produce effective written communications.

The course will focus on the process supporting effective writing e.g. how to gather ideas efficiently, as well as how to structure your written work appropriately so that your target audience can quickly and easily understand the message you are trying to convey.

Outcomes

By the end of this course, you will be able to:

- list the eight steps in the 'effective writing cycle' and apply as appropriate to all written work
- state the ten characteristics of an 'effective writing style'
- express ideas accurately and concisely by using shorter sentences with less jargon
- improve the structure of your writing by linking paragraphs in a logical way
- demonstrate the correct use of punctuation such as full stops, commas and apostrophes
- identify the differences between active and passive verbs.

To support the achievement of the above, you will have the opportunity to practise and develop your practical skills using a number of small group, paired and individual exercises. You will also be encouraged to develop a *personal action plan* to support your continued learning back in the workplace.

Duration

1 day

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Management and Personal Development

Key Areas Covered

- Introduction to the day.
- Working through the 'effective writing cycle':
 - defining your aim/objective
 - using the 'SMART' technique
 - choosing the most appropriate genre
 - creative thinking - a useful starting strategy.
- Ten characteristics of an 'effective writing style'.
- The sentence.
- The paragraph.
- Confusing word pairs and groups.
- Tautology.
- Ambiguity.
- Fuzzy meanings.
- Abbreviations, jargon and buzzwords.
- Presentation and layout.
- Presenting data.
- Punctuation:
 - the full stop
 - the comma
 - the apostrophe
 - the colon and semi-colon.
- Active and passive verbs, and nominalisations.
- Action planning.

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