CONSULTING SKILL

Professional Development Leadership & Management Modules

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1. Active listening

By understanding how you typically listen and how you can develop active listening skills you will deepen trust, accelerate creativity and lead and manage more effectively.

You will:

- Understand different types of listening and how your bias can affect how you listen
- Examine the impact different types of listening have on others and know which type you default to in different situations and why
- Practice listening to the messages behind the literal communication
- Develop conscious active listening in any situation and be able to develop powerful inquiry strategies to help people open up

2. Accountability

Strengthen your ability to be accountable for results and how to instil this mindset in your team and organisation in the face of inevitable uncertainties and setbacks.

You will:

- Understand the difference between being accountable as mindset and set of behaviours with the typical notion of holding yourself to account
- Develop processes that support your accountability to ensure you can deliver results
- Hold others accountable regardless of position, power and temperament and motivate others to perform when there are accountability issues
- Learn what your team and organisation needs to instil this mindset and way of working
- Learn how to help your team recover effectively from any performance issue

3. Adapting to change

What happens when you are in the middle of significant change that affects your roles and goals? Using the latest thinking about change and research into brain science we can deal with the inevitable uncertainties and stresses of unpredictable change.

You will:

- Understand how change affects you and what might create an immunity to change in you and others
- Explore how best to deal with change given your personal style and specific approaches to leading change
- Discover the different ways others respond to change and how to win their hearts and minds
- Understand how to deal with the paradoxes and seemingly irreconcilable differences
- Apply a set of practical tools on your live change issues

4. Appreciating yourself and others

Appreciative inquiry is well proven now to work as a leadership approach to increase performance as well as embrace diversity and resolve differences.

You will:

- Learn why appreciation is such a powerful approach and how it compares with traditional management and leadership approaches
- Understand your own self perception and how and when you appreciate and criticise yourself and others and the impact that it has
- Examine who you naturally feel common ground with and those you don't and why
- Explore options to effectively engage and appreciate others regardless of their personal style
- Understand the importance of managing your personal boundaries with difficult people
- Practice appreciation as a way to lead, inspire learning and increase performance

5. Business acumen

Using business analysis tools and the latest thinking on strategy and industry scenarios you can develop greater business awareness and acumen to increase your and your team's performance

You will:

- Be able to put issues into a business context, taking into account the industry environment and overall strategy
- Understand how best to frame and reframe business issues and examine them from multiple perspectives
- Develop ways to challenge the status quo and surface any assumptions
- Practice ways to analyse live commercial situations and understand the decision making process of senior managers
- Be able to structure your own business logic from findings to conclusions to recommendations so that any senior executive will understand, accept and act on your thinking

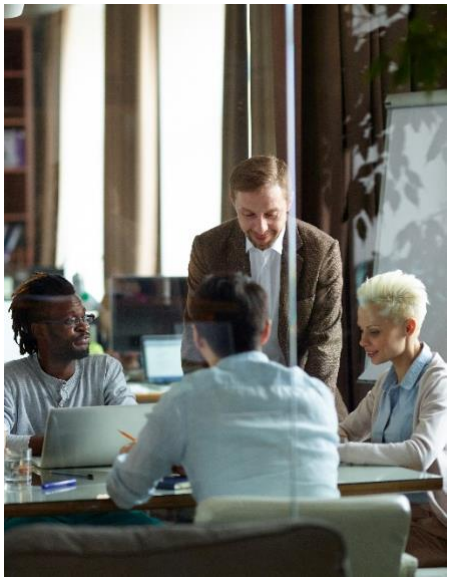
6. Challenge your bias

We are all susceptible to bias which often has dropped out of our awareness. Using the latest research into how we make decisions and how to surface our biases we can improve the quality of our decision making and leadership.

You will:

- Discover what unconscious bias you have and why
- Examine the impact of your bias on your decisions and performance
- Explore ways to surface your bias to promote logical thinking and creativity
- Practice specific tools to move out of any bias and work more effectively

7. Challenging conversations



Using latest research in how we receive messages on a verbal and non verbal level, participants learn ways to plan for and interact effectively around difficult topics that have high stakes emotionally or politically. As a result, people build trust and are able to sustain productive relationships.

You will:

- Evaluate how and why we naturally respond to challenging conversations
- Understand what kinds of communication blocks trust and compassion
- Develop approaches that have an immediate positive effect on yourself and others around difficult topics
- Practice ways in which you can express emotions without causing negative reactions
- Consider how to prepare yourself for both giving and receiving difficult news
- Explore ways to maintain empathy, build trust even in very high tension situations

8. Change Leadership

You will:

- Understand what it is about change that creates resistance in people and how you specifically deal with uncertainty
- Consider different approaches to addressing change and why so many do not work
- Customise a change process specifically for the change situation you are facing based on well researched principles
- Understand the emotional needs that must be met during a change process
- Anticipate and mitigate risks and create specific actions at each phase that enable you to intervene
- Ensure the change process is robust to deal with inevitable roadblocks
- Develop a leadership strategy to ensure you can lead effectively

9. Choice and decision making

Using the latest research in neuroscience and psychology develop new ways to powerfully choose and make decisions and be your best self.

You will:

- Explore what choice is and how inadvertently we do not fully evaluate all options before we make choices
- Discover how much you're currently limiting your choices and why
- Practice ways in which you can think and act in a way that helps promote fully responsible choices
- Strengthen your ability to develop powerful choices in groups
- Explore what choices you can now make to become your best self at work

10. Coaching

Using best practice techniques from the world's leading coaches, participants practice a series of scenarios and experience where and how coaching can add value and how it differs from other types of management interaction.

Delegates will learn to:

- Distinguish coaching from other management and leadership approaches
- Understand the conditions of coaching and how best to create them between coach and coachee
- Learn how to read others and be able to connect credibly with them
- Develop ways of asking powerful questions and create inquiry strategies that make any coaching session as powerful as possible
- Practice different challenging scenarios that develop your ability as a coach

11. Collaboration

True collaboration requires a high degree of intellectual and social skills. This programme uses the latest thinking in neuroscience around how people share goals, commitments and values in order to create harmonious co-operative working relationships.

You will:

- Explore what hinders collaboration in yourself and others and how vital early conversations and behaviours are to long term collaboration
- Experience multiple collaboration scenarios one to one and in groups and practice specific approaches to foster collaboration
- Understand how to plan and manage the context, content, process and your style in collaborative relationships
- Discover how to read cues and clues of non-collaboration and how best to intervene

12. Communication

Communication involves specific ways of reading others, framing messages, asking questions and listening. It also involves significant non-verbal communication so that people understand our intentions and assess our relative status.

You will:

- Understand the key types of communication and the specific techniques within each of them
- Understand how your physiology, breathing, voice and eye contact play a large part in your overall message
- Understand your own default style of communication and how and why that works with some people and not with others
- Examine the limits of your communication style and how you can become more effective
- Understand the unspoken communication between people and how to surface this productively
- Practice planning high stakes communication situations and develop agility to be able to improvise effectively

13. Community building

Managing physical and virtual communities whether within or across a group or organisation or many organisations are critical to results. Using the latest thinking in group dynamics you can build and foster thriving communities.

You will:

- Understand what people expect today from any community they want to be part of
- Understand the differences between physical and virtual communities
- Develop approaches to foster communities physically and virtually and create a vital sense of belonging
- Discover the main reasons why communities dissolve and what you can do to sustain yours and intervene if it wans
- Identify behaviors that you can easily adopt to help your colleagues feel like you belong

14. Confidence

Using the latest research in non-verbal communication you can put yourself into a state of confidence and take on life's challenges with grace and gravitas

You will:

- Understand when you are at your most confident and why and how to anchor that in other situations
- Know how to deal with situations that erode your confidence
- Understand the power of a fixed and growth mindset and how the latter dramatically increases confidence
- Understand how to physically and mentally prepare yourself for situations
- Practice approaches to increase confidence particularly in unfamiliar situations

15. Conflict management

Many of us are not adept at disagreeing without being disagreeable. Using the latest techniques in people dynamics, conflict can be avoided and managed so that high stakes conversations can be managed effectively.

You will:

- Understand the different types of conflict, why we react and the impact it has on others
- Examine when and why potentially conflicting situations become unproductive
- Discover the key attitudes and behaviors that make the difference and learn how to control and regulate your emotions
- Become familiar with five different conflict handling approaches and when to use each one
- Practice a range of different tactics to resolve any conflict

16. Courageous conversations

Some conversations require courage and emotional and intellectual preparation and discipline to be effective. Using the latest thinking in psychology and interpersonal dynamics you can learn how to manage these conversations effectively.

You will:

- Discover what kinds of conversations are most challenging for you and why
- Understand how to prepare for the toughest kind of conversation and overcome any misgivings you may have
- Learn how to control and regulate your mental and physical state so that you express verbally and non verbally your intended message
- Practice challenging scenarios to increase your confidence

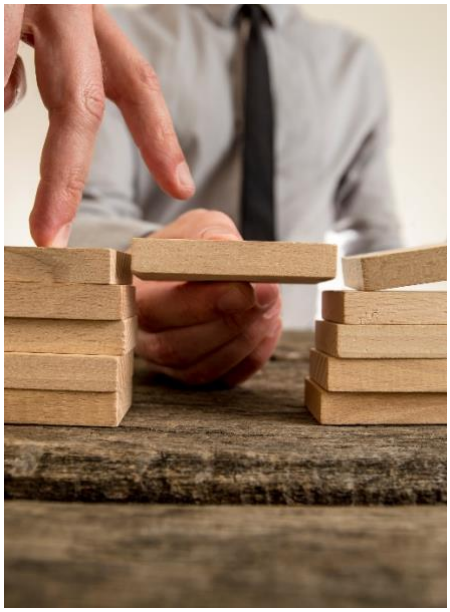
17. Creating the Future

Many people examine their potential by being limited by their past performance rather than understanding that the future does not need to be an extrapolation of past events. By building on research from top business leaders and entrepreneurs we can create new possibilities and for where we and our teams want to do and perform at our very best.

You will:

- Examine how your create future possibilities and the potential limits you impose on yourself, your team and the organisation
- Explore what unconscious assumptions you have made that limit the future and why
- Practice specific approaches that free up your thinking and help your create your most powerful and exciting future yet
- Develop your ability to declare your vision in ways that inspire yourself and others
- Examine ways of planning back from your future vision that powerfully support you and your team to take relevant action

18. Creative problem solving



By examining how and why people are creative we can learn best practice approaches to problem solving and how to generate compelling innovative ideas

You will:

- Understand different types of creative problem solving and when and how to apply them
- Examine ways to frame and reframe problems so that it creates more room for creativity
- Explore any assumptions you have that may be limiting your own creative problem solving
- Apply these principles and techniques to address specific live problems you are working on
- Learn how to create a supportive environment for you and your team to stimulate creative problem solving
- Examine how best to evaluate the creative solutions to your problems and enhance your ideas and the keys to developing and commercialising ideas

19. Creating an Innovation culture

Developing creative ideas is just one element to fostering innovation and creating a culture where ideas flourish

You will:

- Understand the best practice approaches that foster ideas, creativity and an innovation culture
- Consider how the characteristics of the most innovative cultures might apply to your organisation and what can limit innovation
- Understand the different specific roles required to generate ideas and ultimately commercialise them
- Examine your own leadership approaches to fostering innovation and what you will need to develop to infuse your organisation with innovation
- Plan for and practice tools to intervene when your culture might be stifling innovation

20. Creativity

Using best practice approaches from the world's most creative people, practice a range of techniques to generate limitless creative ideas.

You will:

- Identify any limiting beliefs and practices to your own creativity and how to address them
- Use the unlimited potential creative stimuli around you to start generating ideas
- Practice the most effective creative techniques for specific challenges and evaluate which ones work best for you and why
- Explore ways to foster this creativity in others
- Enjoy developing limitless creative ideas!

21. Credibility

Executives, colleagues and clients evaluate you almost immediately and determine your credibility. Using the techniques from acting on how to project gravitas and the latest research on the verbal and non verbal aspects of credibility you will increase your status and impact.

You will:

- Recognize how leaders use specific types of language to create credibility
- Understand different ways of using your physiology, breathing, voice and eye contact can significantly increase your perceived credibility (without trying to change your personality)
- Understand the ways you can increase your credibility by structuring your communication to provide clear succinct messages
- Practice specific techniques so that you have the confidence to apply these at will in any setting

22. Customer focus

Using the techniques developed by world's most customer focused organisations you will evaluate the practices that work best for your organisation and explore how to create a customer focused culture.

You will:

- Explore the typical reasons for why customer focus fails and service levels do not meet expectations
- Develop hypotheses for the ways that customers evaluate good and bad service in your organisation
- Evaluate the practices from the world's most customer focused organisations and understand why they are so effective
- Develop "moments of truth" which turn around bad service in your organisation
- Examine ways to implement these to ensure that they can be institutionalised into your culture
- Create a vision and plan of success that enlists key stakeholders

23. Decision making

Using the latest research into decision making and how we inadvertently limit ourselves we can optimise our decisions and see immediately the profound impact on our own and our team's performance .

You will:

- Understand your personal decision-making style and its impact to your performance
- Evaluate when to use this and when to consider alternative approaches
- Consider how your unconscious bias limits your optimal decision making
- Practice powerful decision-making techniques to help address any kind of challenging, paradoxical and frustrating issue

24. Delegation

Using leadership research into why people follow leaders you can make delegation a way of motivating your team members and increasing productivity.

You will:

- Understand different styles of delegation
- Learn to recognize when to pull in the delegation reins without damaging confidence or destroying relationships
- Become ready to put in place ways to learn from experience and so constantly become more dynamic with your delegation
- Identify thoughts and feelings that prevent them from delegating and feel confident you can overcome them

25. Delivering on time, on budget

Through learning how to effectively manage a project you can deliver on time, to budget and with minimal hurdles along the way.

You will:

- Get a good idea of different approaches to managing projects
- Practice techniques to define outcomes, resources and dependencies
- Be able to map out how the project will run
- Discover new tools to deal with the tricky upsets along the way

26. Diagnosing the issue

Hone your detective skills to uncover what it is your customers really need.

You will:

- Understand the difference between customers with active and latent needs
- Recognize when you operate on autopilot and when your brain takes shortcuts
- Explore how to focus your attention completely on the present moment
- Practice using a simple model to make sure you follow the right line of inquiry
- Harness your powers of deduction to dig deeper and get to the crux of the issue

27. Difficult people

By understanding why an awkward or difficult person is acting as you are, we can deal with them in a positive and beneficial way.

You will:

- Refine your antennae for spotting tricky behavior and identifying the motives behind it
- Consider the range of different approaches you can take to dealing with tricky behavior and what the consequences of each are likely to be
- Become familiar with the most frequent types of tricky meeting participant and so know what to expect and how to deal with them
- Practice a range of tactics to manage trickiness in meetings (using content, body language and straightforward facilitation processes)
- Plan how to manage a particular, tricky person who is on your mind

28. Energising others

Become a crackling conductor of energy with the power to invigorate and inspire your team.

You will:

- Discuss what energizing means, how it works, and why it's worth it
- Consider the extent to which you already energize others and what gets in your way
- Explore five tactics for creating and sharing positive energy, and find a delivery style that suits them
- Discover how to access energy whenever you need it
- Understand your own energy habits and how to work with them

29. Energy management

While we can't create more time, we can generate something of greater value; more energy. If we bring sufficient energy to whatever we do, we will have both greater impact and extra time.

You will:

- Find ways to prevent themselves drowning in the sea of too-much-to-do
- Uncover how to match tasks to the fluctuations in your attention span
- Overcome your energy draining attitudes in order to create extra time

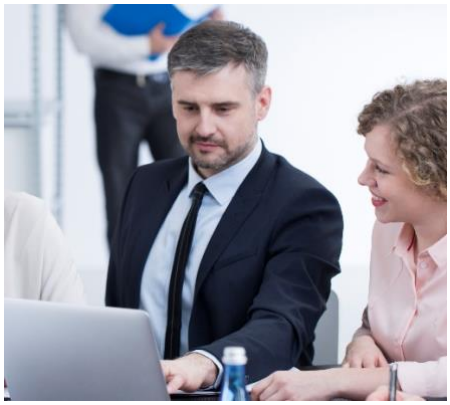
30. Executive presence

We can change our level of presence by consciously changing the way we think and behave.

You will:

- Understand more about what presence looks like
- Become familiar with when to increase and decrease your level of presence
- Understand how you can think yourself into having more presence
- Practice tools and techniques to help them gain presence when you want it
- Plan for a situation where you want more presence than you normally have

31. Expectation management



We can avoid disappointment by making expectations explicit and communicating changes as you happen.

You will:

- Understand how expectations are made, implicitly as well as explicitly
- Reflect on when we set expectations too high or low and what happens as a result
- Understand the errors people make when setting expectations and how to avoid them
- Look at how to alter expectations and manage opinions

32. Engaging others

We may not like it, but we know networking is good for us. Discover the pain-free way to make lasting connections.

You will:

- Discover how to make a great first impression
- Experience the surprising power of exchange
- Explore the difference between your strong and weak ties, and how to make the most of each
- Realize how wide your existing network reaches
- Make some lasting connections

33. Feedback

We explore how we can use positive and negative feedback to reinforce or change the behavior of others.

You will:

- Explore the power of praise in changing people's behavior
- Try out a high impact five-step processes for giving 'positive' feedback and for giving 'improvement' feedback
- Consider what can go wrong when you give feedback (e.g., the other person claims to agree with it but you suspect you don't really) and what to do when this happens
- Agree on the challenges about giving feedback to people with more power and come up with some tactics to overcome them
- Plan how to give great feedback in a particular situation that you can anticipate

34. First 100 days

Research suggests that it takes 6 months to create value in a new job, by employing the right tactics we can reduce this to 100 days.

You will:

- Set your priorities for your first 100 days
- Explore ways to make sure your time is spent how you want and how to avoid becoming your predecessor's shadow
- Uncover how to turn your lack of knowledge to everyone's advantage
- Think through how others will see your arrival and examine what preemptive action you can take to ease the path
- Develop a plan for your first 100 days

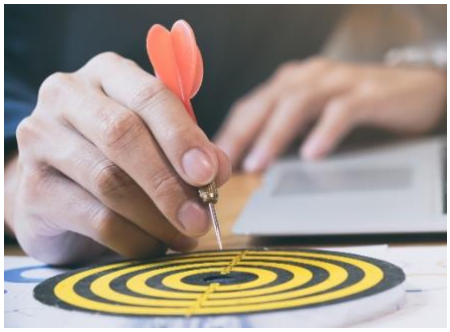
35. First time manager

Show your team where you're heading, why you're taking them there, and what matters along the way.

You will:

- Consider what it means to provide direction, and how well you're currently doing it
- Work through the five key areas where clarity is needed
- Discover the core principles that will help them create a shared direction your team will want to follow
- Recognize when and how you can zoom between close-up and a bird's-eye view
- Work through a range of familiar scenarios to expand your range of directive behaviors and find a style that suits them
- Plan how to reinforce your team's direction for them every day

36. Goal setting



Set goals that will stretch your team members and motivate them to perform at your best.

You will:

- Learn how to set individual goals that are stretching and aligned with those of the organization
- Pick up tips on how to get buy-in from your team members
- Practice how to deal with any obstacles that you may encounter in the future

37. Ideas to innovation

Evaluation is a crucial part of the innovation process. There are specific steps we can take to select and refine our best ideas, so we know if you're worth implementing.

You will:

- Learn about and use techniques to evaluate ideas
- Understand where evaluation sits in the innovation process
- Become familiar with levels of evaluation criteria
- Construct an evaluation matrix
- Become familiar with what makes evaluation effective both alone and with a group of people

38. Impacting others

We can improve our impact on others by understanding the motivations that drive people to behave in different ways.

You will:

- Understand the different motivational drivers we have and how you affect the way we interpret other people's behavior
- Appreciate the impact each motivational driver tends to have on the others
- Know what your motivational driver is likely to be
- Recognize your strengths and the likely impact that your way of looking at the world has on the different types of people around them
- Decide what practical action you can take to increase your impact on others

39. Influencing

By considering all the influencing tactics available to us we can develop persuasion strategies for every situation and make people say 'yes'.

You will:

- Consider what skills you can learn from people who are great influencers
- Discover the mental blocks you create when you try to influence people and how to remove them
- Understand the nine main influencing techniques that people use and the strengths each can offer
- Practice using some of the nine tactics (and spotting them in others)
- Combine the tactics to create an influencing strategy for a situation that is important to them

40. Innovation

Innovation can be improved by spotting patterns, connections and opportunities in our environment. We can do this simply by changing the way we see things.

You will:

- Discover how and where you limit your thinking
- Practice techniques to help stretch your perception (i.e., the way in which you take in information) so that you can gain the benefits of both precision and wide-angle thinking
- Consider when to focus on detail, when to retain the big picture and how to combine these two very different perspectives

41. Inspiring others

By appealing to people's emotions and values, we can enthuse them about our vision.

You will:

- Consider who has inspired them and how
- Understand what inspirational people have in common that you can learn from them
- Play with the power of energy and mood as a non-verbal means of inspiration
- Experiment with switching from everyday to inspirational language
- Investigate how to develop a purpose or mission that will inspire the people around them
- Look at a particular situation where you want to inspire people and discover what more you can do to be an inspiration to them

42. Lateral thinking

We can interact with our environment in different ways to help us break patterns in our thinking and spark creative ideas.

You will:

- Discover how to spot and use creative stimuli that are around them
- Decide how to use these stimuli alone and with groups of people that you want to set alight (mentally)
- Practice using six different pattern breaking techniques
- Spark hundreds of original and exciting ideas and find the techniques that suit them best

43. Leading so others follow

The world is full of leaders. So why should anyone follow you?

You will:

- Understand what it takes to build followers (and not just on Twitter)
- Discover how much of a sensing manager you already are
- Delve into the importance of authenticity and explore practical ways to increase your own dexterity while remaining authentic
- Appreciate the power of personal recognition and learn a simple way to help people feel appreciated
- Explore how to build a sense of solidarity within your team.

44. Leading through Purpose

Help other people see how and why your work matters so you're proud to say what you do.

You will:

- Discover why purpose is such an important motivator of human behavior
- Consider what 'purpose' really means at four different levels
- Learn how to uncover what gets each team member out of bed in the morning
- Plan how to create a sense of purpose for your team day-to-day

45. Meeting management

Find out the secrets to running meetings that deliver what's needed with extra zest and the minimum of fuss.

You will:

- Discover how to set up a meeting so you can be sure it will deliver what you want before it's even started
- Explore simple techniques to keep your messages crisp, compelling and memorable
- Uncover ways to keep discussion on track and avoid getting stuck in the mire of repetition without resolution
- Look at well-tested ways to ensure everyone leaves feeling good about the experience (and eager to come to your next meeting)

46. Managing Team Execution

Create a culture of focus, discipline and accountability so your team delivers in style and on time – every time.

You will:

- Understand what great execution looks like
- Learn how to kick the urgency addiction and focus on what's important
- Practice how to get stakeholders on side so you become your allies in execution
- Consider how to provide air cover for your team by both pre-empting and removing obstacles
- Create a culture of clear individual and mutual accountability
- Discover how to create a culture of execution through continuous learning so your team is more than a one-hit wonder

47. Managing upwards

Through empathizing with and understanding the individual in question, we can manage upwards with confidence and impact.

You will:

- Discover how to see things from the other's perspective, not as "you in your shoes" but as them
- Consider how you think about the relationship may be getting in the way and what you can do about it
- Identify and deal with different power styles such as the 'consulter' and the 'evangelist'
- Investigate a range of practical techniques to manage people who have more power than them, which will make that person's life easier and probably theirs too
- Decide on the changes you would most like to see in your boss or another powerful person and what you can do to help make that happen

48. Managing yourself

By thinking proactively and overcoming our unhelpful attitude to our tasks, we can get more done.

You will:

- Learn how to spot and avoid self-imposed delaying tactics
- Understand what creates a proactive mindset and how you can get one
- Discover how to deal with issues that you felt powerless to affect
- Develop a list of practical things that you can do to overcome procrastination and get things done
- Work on a particular issue that you are procrastinating about and agree a plan of action to get it done

49. Motivation

In order to motivate other people we need to understand what drives them internally and influences them externally.

You will:

- Discover tools you can use to motivate themselves and others
- Learn practical techniques you can apply immediately
- Anticipate difficult situations and prepared for them
- Decide on practical steps you will take to motivate the individuals that you are going to transform into determined dynamos

50. Negotiation

To be a successful negotiator we can create a strategy which we flex according to the situation and how the negotiation develops.

You will:

- Become familiar with the negotiator's dance between collaborative and competitive mindsets
- Understand what stops us from negotiating effectively (and how we can overcome these blocks)
- Analyze eight practical negotiation tactics
- Practice putting these techniques into practice with two mock negotiation situations
- Prepare a strategy for an upcoming negotiation situation you have

51. Networking

Through discovering techniques for meeting the right people we ensure we don't get left behind and find out how to build solid and rewarding social bonds, in a moment.

You will:

- Learn what makes an effective networker (and it may not be what you imagine)
- Know how to avoid being overzealous or lazy
- Discover simple techniques for meeting the people you want to meet and not getting stuck with those you want to avoid
- Understand your strengths as a networker and how you can build on them
- Create a networking strategy for a situation you are currently facing

52. Optimism

Get what you want from life by choosing to think optimistically, spotting opportunities and taking responsibility.

You will:

- Consider the degree to which you are currently optimistic (you may be surprised)
- Appreciate the extent to which you can change the way you look at a situation and the impact that this can have
- Understand when to take responsibility and the benefits of being in control
- Practice spotting unusual opportunities and learn how to convert them into lucky breaks

53. Organising yourself

There are easy but effective tips, tools and techniques that can help all of us improve our organization and manage tasks in a more efficient way.

You will:

- Discover top tips to remove the hassle from being organized
- Get practical tools to improve workflow and information management
- Turn scraps of paper and scribbled post-its into an easy system of what needs to be done

54. Performing in the Zone

Imagine the boost to your team's performance if you could turn all of your steady performers into stars.

You will:

- Discover a simple model aimed at outlining how to achieve great performance
- Explore ways to identify individual drivers and how to build these into team members' roles
- Identify different ways to create a high performance environment within your team
- Explore potential blocks to future improvements and ways to overcome these

55. Performance analytics and rating

Drive better results and increase personal motivation through assigning an objective performance rating.

You will:

- Discuss the challenges and benefits of rating performance
- Explore tactics to help them research and decide on scores
- Discover the traps you fall into when rating, and how to avoid them
- Practice facing tricky rating situations in a case study
- Think about how to help your team rate themselves and prepare them for the rating part of the review process

56. Performance management

When it comes to transforming performance, there is a magic bullet. It's called performance management. No successful organization can be without it. Even better, it doesn't cost a penny.

You will:

- Think through the pay-off of performance management
- Explore the essential ingredients of great performance management
- Appreciate that it is an on-going conversation
- Find out what needs to be in place for each of your team members to feel motivated
- Understand when to delegate, coach or guide

57. Personal Brand

By intentionally creating our own personal brand, we consider how we want to be perceived by others. When we do this, we manage relationships better and become more aware of our own behavior.

You will:

- Develop your own brand essence
- Plan a clear brand strategy to communicate and market 'me' consistently
- Know how to use your personal brand to increase your influence and the depth of your business relationships
- Learn skills to refresh your personal brand along your journey

58. Performance management

There are few win-wins left in the management toolbox. Dynamic performance management is one of them.

You will:

- Appreciate the scale of the benefits from adopting dynamic performance management
- Discover how to set goals that stretch just enough and give feedback that gets acted on – the basis of all great performance conversations
- Explore the art of commercial coaching: how to use a light touch to make a lasting difference
- Build awareness of the biases that exist when rating performance and how to avoid them

59. Persuasion

Using latest thinking in psychology and neuroscience you can develop skills and behaviours that help you become much more persuasive and compelling.

You will:

- Understand how people make decisions and how to appeal to someone's rational, political and emotional needs
- Work on specific ways to marshal your arguments and present a compelling case
- Imagine what it is like to be the person you are selling to and so how to adapt your case
- Try a variety of different ways to structure your case and practice delivering it
- Consider how you might accessorize your case to make it compelling
- Plan a particular case you want to make

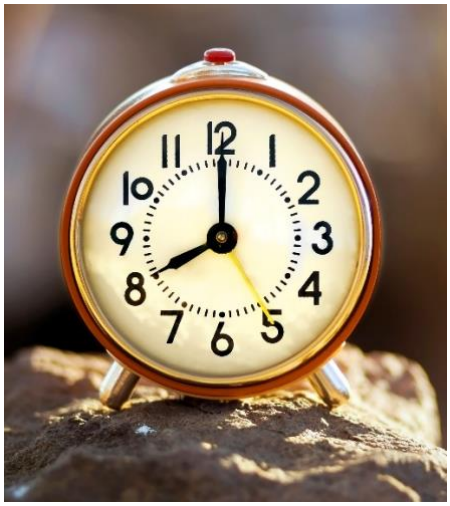
60. Persistence

A huge part of sustaining high performance comes down to sheer perseverance. Master the art of flying in the face of sometimes unrelenting adversity.

You will:

- Uncover what it is that keep some people going where others quit
- Plan how to best prepare your team for inevitable setbacks
- Learn the trick to staying focused when the going gets tough
- Discover how to best learn from failure so life really goes on

61. Performance turnaround



By approaching poor performance with the right mindset and mastering the difficult conversations, we can empower the person to turn your performance around.

You will:

- Discover how to spot and explain unsatisfactory performance in a way that leaves little scope for ambiguity
- Test ways to uncover the real reasons behind underperformance
- Create a list of possible actions that can help turn performance around
- Recognize what to do to turn early improvements into long-term transformation
- Tune your sense of when to keep trying to change performance and when to give up

62. Personality and why it matters

Using latest research into personality profiling to understand what makes you and others behave the way you do and why

You will:

- Discover the power of the mind and how decisions are made
- Recognize your own personality traits, explore how you are different from others and how to make the most of those differences in any conversation
- Examine the strengths and weaknesses of your “default” behaviour
- Look at ways to build productive ways to address any potential pitfalls
- Understand how to read others and relate effectively to them

63. Promotion

You were your friend but now you’re your boss. Find out how to take charge and yet still be best of friends, even if you think you should have had your job instead.

You will:

- Explore how you want the relationship to work
- Examine a range of techniques to establish your position without offending your friends
- Uncover tactics to deal with the rough ride new managers can get
- Make a plan on how to make the move

64. Personal Purpose

Leap out of bed each and every morning by connecting with what really matters to you.

You will:

- Uncover what's important in your lives, thinking above and beyond the day-job
- Consider how to align your work with what it is that's important
- Find new and inspiring ways to connect to purpose each day
- Set some stretching goals which keep your fires burning

65. Presentation skills

Many of us do not relish speaking in front of groups. By adding structure and practising delivery skills we can hugely improve the impact we make.

You will:

- Discover how to go about creating a talk or presentation that achieves what you want
- Review different ways of structuring your content to make it come alive
- Play with different language, tone and movement to see how these can enhance your impact
- Consider visualization, unorthodox rehearsal and other ways to calm nerves and get fully prepared
- Try to impress a group and be given full feedback on how well you did
- Decide what you can do next time you have to talk or present to a group so that you really do impress

66. Rapport building

We can use techniques to help us build rapport more quickly when we meet people for the first time, and to help us with those whom we don't 'click' with.

You will:

- Appreciate the power of focus, learn to spot when you lose it and try techniques for maintaining your attention
- Practice different ways to 'match' people and experience the powerful effects this can have
- Explore the filters people use to make sense of the world and how to recognize and adopt them themselves
- Discover how to lead people from unhelpful emotional states to more positive ones

67. Receiving feedback

Proactively seeking feedback, and knowing how to make the most of what you hear, means you'll never dread receiving it again.

You will:

- Discover the neuroscience that explains why receiving feedback is such a daunting prospect
- Explore ways to get the right feedback which is pivotal to your development
- Uncover your personal blocks to receiving feedback, and learn how to overcome them
- Consider how to take feedback forward into positive actions

68. Relationship building

Build relationships that are as profitable for you as you are positive for your employees.

You will:

- Understand that working relationships should benefit them as much as your report
- Consider what you would like your relationships to help them achieve
- Explore five key ingredients for building valuable relationships with your team
- Discover practical tools to get things back on track when relationships break down

69. Relationship building

By understanding how one person's behavior affects another's, we can take control of our own behavior and improve our own relationships.

You will:

- Understand how you get into a relationship rut and why it seems so difficult to get out of it
- Get practical tools to identify what is going wrong and a language to describe it
- Learn some of the basic things you can do to change the dynamic in a relationship that isn't working

70. Rapport

By understanding and taking control of our emotions, we can create chemistry with our customers so that we both have a nice day.

You will:

- Understand the role emotions play in every interaction with your customers
- Recognize the little things you can do to meet your own and your customers' emotional needs
- Identify the different types of customers you encounter on a daily basis, and what is important to them
- Learn how to control your emotions when things go wrong and tempers flare

71. Resilience

Using the latest research in psychology, neuroscience and leadership participants learn to deal with inevitable setbacks, increasing complexity and demands with greater ease

You will:

- Discover how you currently manage your intellectual and emotional energy and which areas of your life most deplete them
- Examine how and why you and others react to certain situations and the impact it has
- Identify how our mindset and thinking habits such as imposter syndrome, assumptions and managing paradoxes affect resilience
- Explore mental and physical tools and approaches which will provide you with a much greater ability to deal with pressure
- Develop your own short term bounce back strategy and routines that will help increase resilience longer term

72. Rewards and remuneration

Money talks, but it needs to say the right thing. Discover how to reinforce the behaviors you want to see, without having to spend a cent.

You will:

- Uncover what the science really says about reward and reinforcement
- Discover some fail-safe ways to reward behavior that don't cost a thing
- Tackle the thorny topic of pay-for-performance with practical tips to ensure the right things are said
- Learn how to keep up motivation, even when emotions run high

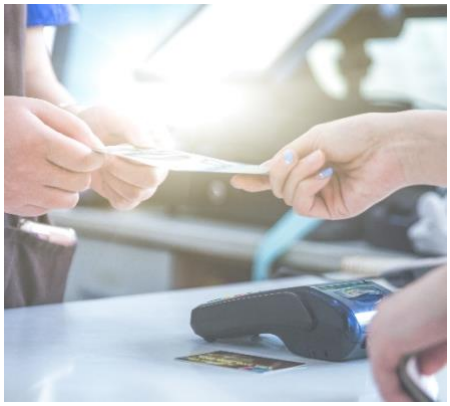
73. Systems thinking and the big picture

Seeing the bigger picture can lead to improved decision-making and more effective problem solving.

You will:

- Discover the components of good strategic thinking
- Get practical tips to build your thinking up, down, out, in, diagonally and plenty more
- Learn ways to make sense out of disparate data and fill the gaps in the canvas
- Uncover techniques to help others see the big picture too

74. Selling without selling



By identifying the needs of the buyer, a soft approach allows us to sell our idea to anyone, anytime, anywhere.

You will:

- Identify the thoughts and behaviors that underlie a soft sell
- Explore how to execute a great soft sell
- Prepare how to overcome the inevitable hiccups along the way
- Practice using the soft sell techniques
- Plan when you will use these skills and what specific things you will do differently

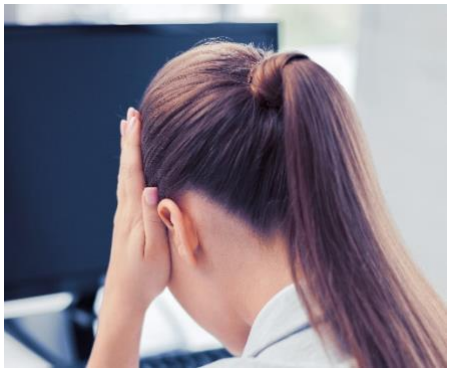
75. Storytelling

Dry facts, information and data can be transformed into compelling, persuasive messages through the use of story.

You will:

- See why stories are such a powerful tool and how you can use them to influence, engage and inspire
- Uncover opportunities for them to use storytelling at work
- Understand how to convert dry data and facts into a compelling business story
- Become familiar with three types of story that are great to use in business
- Practice telling stories in a way that engages others

76. Stress management



We can manage our stress and keep it at the optimum level using different combinations of stress busting tactics.

You will:

- Discover the most successful strategies for dealing with short-term stress
- Uncover which ones you tend to use and which ones you could consider using more
- Practice identifying possible strategies to reduce your stress
- Learn some practical techniques for instant stress relief

77. Strengths based leadership

Being able to identify and understand our strengths can help us get more energy from our everyday lives.

You will:

- Get your own personal strengths profile to keep (including realized strengths, unrealized strengths, learned behaviors and weaknesses)
- Explore what your strengths mean in practice
- Identify how you can maximize the use of your strengths in the tasks you are doing at the moment

78. Strengths based performance

Fight the natural inclination to focus on weaknesses and learn how to get more energy, vigor and commitment from your team.

You will:

- Explore the benefits of celebrating a mix of strengths within a team
- Discover how focusing on strengths gives individuals energy and increases performance
- Learn how to uncover individual strengths and use them more often at work
- Practise tools to match the right person to the right task so everyone wins

79. Time management

If you had enough time, you wouldn't have enough imagination. The trick lies in how to make better use of the time we've got.

You will:

- Explore a new mindset to help them get more out of your time
- Discover how to reframe or refocus what you do to feel more satisfied
- Find out what your natural time preference is and how to work better with people who are the opposite
- Learn how to stop themselves from taking on too much
- Appreciate how you can achieve more by slowing down

80. Team building

For most of us, working in a team is no dream. That's easier to fix than you might imagine.

You will:

- Discover how to spot the difference between real and pseudo teams and the consequence on performance of each
- Explore what you can do make sure you're working in a real team (and when you're better off as a solo player)
- Uncover a practical way to manage the evolution of your team from kick-off to kick-ass
- Delve into the structures and customs that great teams are built on

81. Team performance

Understanding how a great team evolves will help us reach high team performance and improve productivity.

You will:

- Discover how to spot what is going on in a team
- Know the extent to which this is a natural part of the team journey or an unfortunate aberration
- Uncover ways in which you can build team spirit quickly and collectively
- Appreciate the value of tensions between competition and collaboration

82. Transitions

Life is a roller coaster. Spend more time at high points.

You will:

- Discover how to find out where you are in the change curve (most of us are going through several different change curves at any one time)
- Appreciate why you are at this stage and what you can do to ease the journey through the next stages
- Decide what practical things you can do at each point in the curves to increase time spent at the high points and reduce the depth of the curve
- Consider the barriers to cresting the curve and how to remove them
- See what you can do to spot where other people are at on the curve and what you can do to help them

83. Trusted Advisor

By doing the right thing in the right way you'll soon find that people are turning to you as your trusted advisor.

You will:

- Recognize the importance of trust, and the opportunities it can bring
- Consider the five levels of trust and whom you'd like to reach a 'Trusted Advisor' status with
- Find out your default style when it comes to building trust
- Explore the four key levers to building trust
- Discuss ways to use these levers to build trust with different people
- Consider the behaviors associated with individuals who establish trust in your relationships
- Work through the blocks to applying these behaviors in the workplace

84. Understanding others

Seeing things from different perspectives allows us to generate new ideas and spot new opportunities

You will:

- Become more aware of the different assumptions that you tend to make and the value of suspending judgement
- Discover how to switch between different perspectives in order to come up with creative solutions
- Practice using three different techniques that help them to look through a different end of the creative kaleidoscope
- Come up with loads of ideas that will surprise them with your ingenuity and originality

85. Unconscious bias

Take charge of your unconscious biases so they don't control you.

You will:

- Appreciate the power of your unconscious mind
- Understand that bias is a form of natural mental shortcut we have evolved over time
- Explore how bias can show up in day to day decision-making at work
- Discover the conscious techniques you can use to remove bias from your decisions

86. Value based selling

Open doors, build credibility and secure budget by uncovering, creating and communicating value.

You will:

- Understand what value really means
- Learn how to uncover value by comparing your offer with what the customer really wants
- Practice creating more value by reframing or refocusing
- Discover how to demonstrate real results that will close the deal
- Explore ways to convey value using cold, hard figures

87. Virtual management

By understanding how the geographical barrier affects how team members connect both personally and professionally, the remote manager can find ways to ensure your team are working and collaborating successfully.

You will:

- Look at the things you can do to build a stronger remote team identity
- Explore how to keep a dispersed team on a single track by building a shared context
- Find ways to ensure team members benefit from your remote experiences
- Discover how to make a positive impact right away by focusing on the area which will make the greatest difference to your remote team

88. Virtual working

By improving virtual communication, community and presence, you can reduce the virtual distance in teams and work better together.

You will:

- Explore the challenges and opportunities when working virtually
- Understand common traps facing virtual workers and how to avoid them
- Examine how to reduce the operational gap between team leaders and your team through improved communication
- Practice building a virtual community to reduce affinity distance
- Uncover your own unique virtual brand and evaluated how well you're demonstrating presence through your virtual touch points
- Build a virtual success plan in order to work more effectively in future

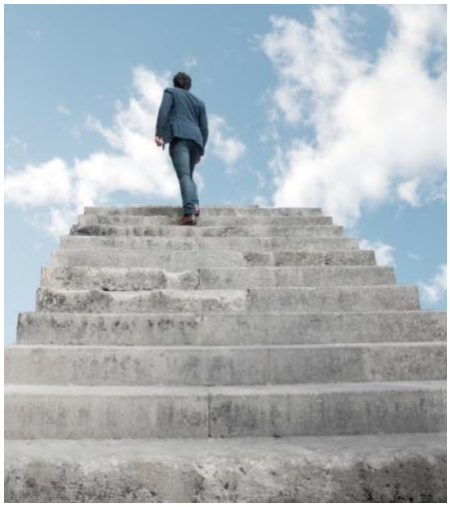
89. Writing skills

We often forget that writing is about communication. There are simple tools we can use to communicate in clear, concise English.

You will:

- Consider the different audiences you write for and what impact you want to have on them
- See how to structure clear written English
- Practice the art of editing
- Learn to structure prose for different purposes

90. Your best self

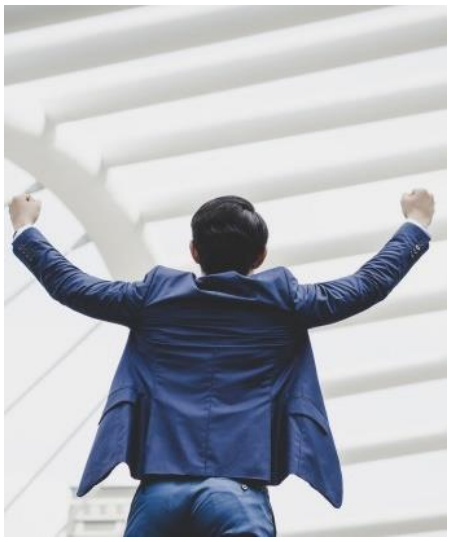


Get more of what you want from your working life by taking control and opening up your options.

You will:

- Understand the benefits of adopting a pathfinding mindset and what it entails
- Reflect on what helps them flourish at work and what that will look like in two years' time
- Discover practical tactics to take ownership and get what you want out of your working life
- Explore ways to appreciate the resources open to them and spot opportunities, making the most of what's available to them now
- Identify ways to start experimenting straight away

91. Your best year yet



An understanding of the mental journey we follow when we make changes helps us achieve what we want in our lives.

You will:

- Realize how you can create an inspiring future that is more than an extrapolation of your past experience
- Reflect on what you most want out of life in the next 12 months in every area that is important to you
- Develop creative and compelling ways to achieve these
- Discover how you are limiting yourself and how to overcome these barriers
- Using latest techniques from neuroscience work on innovative approaches to goal setting
- Discover how to sustain your ability to continue to learn whilst executing your goals