



PLGA Ltd

Management and Training Consultancy



Line Manager Capability

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Successfully Influencing Others

2 Day Workshop

Time

9:00 AM to 5:00 PM with a 45 minute break for lunch

Purpose

Looking at successful business people, leaders, chief executives and you will see evidence of their ability to influence others.

They will know who, how, when and what to influence. They will also know the key stakeholders and know the value of personal power and position power.

This powerful learning experience will enable participants to build, maintain and leverage their rapport and ability to influence others and embed their own success.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Understand the elements for influencing others successfully
- Use appropriate tools and techniques for making the right impression, creating immediate, positive impact
- Understand one's own personal approach - improving the impact you make
- Appreciate how to establish rapport and demonstrate empathy
- Understand and reflect the concerns and issues of others
- Apply best practice techniques for listening and questioning
- Apply influencing tools and techniques and develop own confidence and credibility
- Understand the needs and concerns of those who you wish to influence
- Appreciate challenging situations and how to maximise your impact through focused influencing
- Construct an action plan

Suitable for:

Team members, team and department managers and all those with a responsibility for managing others. Additionally in today's world this is suitable for those who have to work with virtual teams.

Prerequisites:

Consideration of who are the people with power and whether they are different to the people who have authority roles.



2 Day Workshop

Time

9:00 AM to 5:00 PM with a 45 minute break for lunch

Purpose

Approaching negotiations with others, either formally or in informal settings, traditionally relies on self taught skills and “having been through the mill”. This workshop breaks that mould by introducing participants to the key elements of negotiation, the particular stages and what they involve, understanding the other side’s case, strategies for identifying, understanding and overcoming barriers in the negotiation cycle and how to achieve a win win solution for all. It also looks at the people skills required and gives you a better understanding of how to develop your particular approach.

Our training provides you with the essential skills you need to **be a winner in your negotiations**. Positively influence the outcome of negotiations and reach the results you want.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Understand the need to research the different negotiation positions and what questions to have in mind
- Develop a strategy to strengthen chances of success in achieving a win win outcome
- Make the first move with confidence when starting a negotiation
- Plan and control each stage of the negotiation
- Use negotiating tools and techniques that work in any negotiation – either at work or elsewhere
- Conclude negotiations professionally and leave a positive impression of you and your team

Suitable for:

Sales professionals, business development managers, account managers, project managers, team leaders, executives, procurement, facilities and contract managers, negotiators who collaborate within their organisations to maintain positive employee relations.

Prerequisites:

None.

Developing Equality by Managing Diversity

Time

9:00 AM to 5:00 PM with a 45 minute break for lunch

Purpose

The case for establishing a diverse culture within organisations has never been stronger.

Diversity helps to deliver service level improvement, increase recruitment and retention effectiveness, produce productive working relationships and embed competitive advantage.

This highly practical training will help you move the agenda forward in your organisation, as you progress from awareness-raising to action planning and implementation.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Appreciate the shift from equality to diversity and the importance of clarifying ones goals
- Understand the main thrust of the legislation underpinning the need for a robust Diversity Agenda
- Identify key stakeholders and define and communicate key benefits for them
- Identify and influence key change agents to move the diversity agenda forward
- Examine their own systems, processes and procedures to ensure they reflect and support the diversity goals required.
- Appreciate and communicate the standards of behaviour which will underpin successful diversity in action

Suitable for:

All professionals, managers and Directors who have any degree of people responsibility.

Prerequisites:

An understanding of equality and diversity principles is recommended.



Handling Poor Performance

2 Day Workshop

Time

9:00 AM to 5:00 PM with a 45 minute break for lunch

Purpose

Seeing employees and peers get away with poor performance is an all too common occurrence. This workshop introduces you to the key elements of poor performance, the steps to take in identifying it, building your case, strategies to employ in talking with the individual and ways to manage its improvement.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Describe the key elements of poor performance and its impact on self, peers and the work environment
- Appreciate the need to capture essential detail to support their strategy
- Understand what details will support and which will hinder their strategy
- Take the steps to identify poor performance in those around oneself
- Build their case
- Identify which strategies to employ in tackling poor performance
- Appreciate the need to monitor and progress their strategy over time
- Apply sensitivity and tact in taking corrective action

Suitable for:

Managers, Team members, HR Professionals, Directors and all those with a responsibility for managing others. Additionally in today's world this is suitable for those who have to work with virtual teams.

Prerequisites:

Consideration of sensitive situations involving poor performance.



2 Day Course

Time

9:00 AM to 5:00 PM, with a 45 minute break for lunch

Purpose

Organisations need to recruit those candidates who best fill the needs of the role and rely on their leaders, managers and aspiring managers to undertake recruitment and selection interviews. This requires a well prepared, consistent and structured approach for all involved, to ensure that essential talent of found, attracted and appointed.

This course provides participants with access to best practice in recruitment and selection. It covers the areas shown below in the learning objectives and will raise the awareness of participants on the legal requirements in recruiting potential employees fairly. It is informative and practical and uses case studies to develop skills and helps participants to avoid mistakes which could lead to large penalties at employment tribunals.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Understand the key information that needs to be included in a Job Description and Person Specification;
- Understand what is meant by an advertising and shortlisting process and “a reasonable field of selection”;
- Understand the importance of planning and preparing for recruitment interviews and scheduling the interview;
- Use appropriate questioning techniques during the interview;
- Appreciate the 7 recruitment and selection pitfalls and how to overcome them;
- Consider the legal requirements for recruiting and selecting people – Disability Discrimination Act, Sex Discrimination Act and Race Relations Act and their amendments, Sexual Orientation Regulations, Equal Pay Act, Age Regulations and the Rehabilitation of Offenders Act;
- Identify when it would be appropriate to use more than one interviewer;
- Understand the selection techniques which are appropriate to different levels of role;
- Appreciate the evidence that needs to be produced following a recruitment interview and note taking in interviews.

- Engage effectively through using highly appropriate questioning and listening techniques
- Appreciate the importance of following a fair selection procedure

Suitable for:

Managers at all levels involved in the recruitment process who wish to improve their understanding of recruitment and selection techniques, the legal issues that impact on recruitment and wish to develop their confidence by improving skills in asking focused questions which probe candidates effectively.

Prerequisites:

Participants need to be clear about what they specifically want to achieve and how it will improve their effectiveness. A willingness to openly participate in a safe environment is essential. An appreciation of basic management would be useful.

Note for In Company Courses

Individual client requirements can be catered for and extra elements incorporated as required. The duration can be flexed accordingly to embed value for money whilst ensuring the requisite skills are developed.

Having a workshop which relies on role play interviews can be resource intensive and an extra trainer will be required and if the client wishes it to be extra real, actors can be employed at extra cost.

2 Day Workshop

Time

9:00 AM to 5:00 PM with a 45 minute break for lunch

Purpose

Does your job require you to know about employment law?
Are you new within Human Resources? Or do you need a refresher of the basics? If you have answered yes to any of these questions, then this course is for you.

Our training will provide you with a foundation in the basic elements of employment law in just 2 days. Guidance on how the law is applied will be presented clearly and authoritatively and this will help you to check your policies against legal requirements and best practice. We provide clearly structured documentation packs which you take away with you from the course and these provide valuable reference to key areas of employment law back in the workplace.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Understand essential aspects of employment law
- Appreciate where to get clear advice and guidance on how the law is applied through a case study led approach
- Understand the need to provide sound, authoritative advice to colleagues on latest law
- Check their own organisation's policies against best practice.

Suitable for

Personnel and line managers, team leaders, new entrants to the HR profession and anyone with staff management responsibilities or who needs to know the fundamentals of employment law. Also valuable to managers who require a refresher on all the basics and those returning from sabbaticals and re-entering personnel after a period of time in line management.

Prerequisites

An interest in the compliance perspective underpinning today's management environment and an appreciation of many common management situations.



2 Day Course

Time

9:00 AM to 5:00 PM with a 45 minute break for lunch

Purpose

Discrimination law continues to be the most rapidly expanding area of employment law, with cases of discrimination incidents frequently grabbing the headlines and employers becoming increasingly more vulnerable. As workforces have become more diverse, the law has expanded to enhance rights and to promote diversity.

This 2-day programme offers participants a real opportunity to get to grips with all the essential principles of discrimination law and provides a comprehensive update on all current and prospective developments.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Understand essential aspects of discrimination law
- Appreciate where to get clear advice and guidance on how the law is applied
- Understand the how to apply key principles and concepts of discrimination law, incorporating best practice in managing diversity in the workplace
- Check their own organisation's policies against best practice, ensuring that their policies and procedures comply with current law,
- Understand what to do to ensure compliance with prospective law and avoid discrimination claims
- Advise colleagues and peers in potentially difficult circumstances

Suitable for

Personnel and line managers, team leaders, new entrants to the HR profession and anyone with staff management responsibilities, who need a comprehensive grounding in the essentials of discrimination law, including all the new regulations.

Also valuable to managers who require a refresher on all the basics and those returning from sabbaticals and re-entering personnel after a period of time in line management.

Prerequisites

An interest in the diversity and equality perspective underpinning today's management environment and an appreciation of many common management situations.

Conducting Disciplinary & Grievance Investigations & Hearings

2 Day Course

Time

9:00 AM to 4:30 PM with a 45 minute break for lunch each day.

Purpose

Since October 2004 the statutory dispute resolution procedures have transformed the way in which disciplinary and grievance issues need to be managed. Most findings of unfair dismissal can be traced to a failure in following the procedures and decision making processes. Where employers cannot demonstrate that statutory disciplinary and dismissal procedures have been followed, dismissal will be automatically unfair and may result in large penalties and compensation claims.

HR must not only have a sound understanding of the legislative environment, but must also master the softer skills necessary to deal with highly contentious and often challenging scenarios.

This practical course will take you through the statutory procedures and consider the key issues that have arisen since their introduction. It provides the legal understanding on how to avoid costly mistakes and provides practical skills through role play scenarios. Participants will consider what happens when disciplinary and grievance issues overlap and the effect of sickness absence on the operation of the procedures. The course will also cover the effect of the grievance procedures on a claimant's ability to bring tribunal proceedings.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Understand key elements of the Statutory Procedures for Discipline and Grievance and when they apply and their interface with internal procedures
- Appreciate how to structure and conduct disciplinary and grievance investigations and hearings
- Understand the main legal principles underpinning the conduct of disciplinary and grievance procedures
- Appreciate how to deal with employee representatives in discipline and grievance hearings and appeals
- Consider how to handle witnesses, collate and record the right information
- Understand the importance of communicating and implementing decisions

- Understand how to manage the appeals procedure
- Appreciate the complications that can arise during investigations and hearings where individuals may lodge a grievance or go on sick leave
- Understand key aspects of tribunal claims, how they are processed and effective strategies to limit the risk of successful employment tribunal claims to avoid unnecessary litigation.

Suitable for:

Managers, HR Professionals and those involved in conducting disciplinary and grievance hearings, supporting those who do or who just wish to increase their understanding of this increasingly vital area.

Those wishing to develop their skills in conducting disciplinary and grievance hearings and their knowledge of the practical and legal requirements relating to investigations and hearings.

Prerequisites:

Participants need to be clear about what they specifically want to achieve and how it will improve their effectiveness.

2 Day Workshop

Time

9:00 AM to 4:30 PM each day, with a 45 minute break for lunch.

Purpose

Many people often comment on how one person they know frequently is able to get things done in the face of adversity, simply because of who they are. This workshop is designed to enable participants to make a step change and improve their personal effectiveness, when dealing with people in a range of situations. With a focus on holistic communication it will increase awareness of how participants can increase their ability to communicate on different levels, often simultaneously and influence others to achieve success.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Understand the diversity of communication modes and methods
- Appreciate different methods for increasing their own communication capability
- List the key principles and benefits of personal effectiveness
- Describe personal power networks and positions
- Understand the actions they need to take to improve their communication and influencing capability
- Apply their learning to secure success
- Raise their own personal profile and awareness of self in others

Suitable for:

Managers, Professionals and Support people who need to improve their capability in managing themselves and working with people.

Prerequisites:

Participants need to be clear about what they specifically want to achieve and how it will improve their effectiveness.



Managing Time and Priorities

1 Day Workshop

Time

9:00 AM to 4:30 PM with a 45 minute break for lunch

Purpose

In almost every working environment, staff must juggle demands for instantaneous communications, faster service and the delivery of results with finite or minimal resources. At every level, people must resolve conflicting or competing commitments, priorities, tasks and projects - and anticipate and cope with changing environments and shifting goalposts.

This workshop helps to develop a structured approach to daily working life, identify barriers to effective working and develop skills through using time management tools and techniques.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- State the barriers to effective working;
- Explain some principles for working effectively;
- Outline the importance of planning own workload;
- Identify, select and use time management tools and techniques;
- Develop an action plan to manage own time better.

Suitable for:

People at all levels who wish to improve their understanding of time management, develop their ability to plan and manage conflicting priorities, increase responsiveness and cope with a heavy workload.

Prerequisites:

None.



2 Day Course

Time

9:00 AM to 5:00 PM with a 45 minute break for lunch

Purpose

Managers across all disciplines must increasingly adopt a more consultative, partnering approach when providing an effective service to their internal customers, peers and clients. This is the way that many organisations have gone and has led to the creation of e.g. HR Partner roles. This course will give participants an understanding of key skills, techniques and behaviours underpinning consulting successfully and when to apply them.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Appreciate the customer position and needs when considering service provision and innovation
- Understand the phases of successful consulting and the skills needed for them
- Construct an action plan covering areas for self improvement
- Apply the learning into their own role when developing new business and seeking to increase the value of existing business accounts

Suitable for:

All professional managers and Directors involved in delivering business success.

Prerequisites:

An understanding of organisation and business principles is recommended.

1 Day Workshop

Time

9:00 AM to 5:00 PM with a 60 minute break for lunch

Purpose

Many marketing skills and areas of knowledge can be used effectively in other areas of the operation. They will increase effectiveness in given situations and influence thinking and decision making. This workshop aims to give participants an insight into marketing, how essential it is to Business Success and ways in which it can be applied.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Demonstrate an understanding of the need for robust marketing techniques
- Describe the application of marketing in the organisation
- Describe typical marketing information sources and types of customer, a typical customer profile, the ladder of loyalty and some marketing tools.
- Appreciate Brand Value and ways in which it is strengthened in successful companies.

Suitable for:

Marketers, prospective marketers and others involved in delivering business success.

Prerequisites:

An understanding of organisation and business principles is recommended.



1 Day Workshop

Time

9:00 AM to 5:00 PM with a 45 minute break for lunch

Purpose

Being under pressure in stressful situations is too often a part of everyday life, whether at home or in the workplace. We all need to build in quality time where we can relax and feel more in control. But sometimes find that even when we have that quality time, we are too stressed to be able to relax.

This course will assist you to be able to relax for periods of increasing duration and to help carry that calm into the rest of your daily life. It focuses on different ways to relax and incorporates trainer and participant experience.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Identify barriers to relaxation
- The importance of building in quality time and creating the right environment
- Appreciate how to relax and what methods work best for YOU
- Select suitable methods for the different times available to YOU
- Practice relaxation including meditation

Suitable for:

All people who find themselves under pressure and stress and who wish to find ways to be able to relax.

Prerequisites:

None.



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