

+ Performance

Professional Development Courses 2007/8

CRIS POPP & ASSOCIATES



resilience
innovation
meeting skills
performance management
stress management
productivity tools
decision-making
problem-solving
thinking skills
facilitation
diversity
support

cris popp

reaching your potential - facilitation~innovation ~training

info@workplacewellbeing.com.au

03 9481 0386

0438 54 56 07

po box 12404

a'beckett st

melbourne

vic, 8006

www.workplacewellbeing.com.au

www.laughterclubs.com.au

*“Hi Cris, I just wanted to say thanks for a fun and informative day
I enjoyed the content, the enthusiasm and the interactive learning style.”*

– Jeremy Samuel, CEO, The Laughing Company, 28/11/05

*“Interestingly, the ideas have kept coming,
so the day has been really successful in re-invigorating people’s thinking”*

- Linda M, PR Manager, Telstra

“Very Beneficial, Managers should be MADE to do this course.”

- Kathryn W, HR Manager, ACIL

“Content was relevant, referenced, highlighted key areas on slides - not time wasting.”

- Audience Member, AIM

“I forget what I was taught. I only remember what I have learnt.”

– Patrick White

“Learning is not compulsory but neither is survival.”

– W. Edwards Deming

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Introduction

Whether you're in the private or public sector you'll want to stay ahead of the pack, attract and retain staff and get value for your training dollar.

"Value will increasingly come through people ... only highly skilled – that is ,trained and continuously retrained – people will be able to add value"¹

Private Sector Competitive Advantage

Developing your staff is the only source of *ongoing* advantage over your competitors and peers. Quality systems and low cost production can always be emulated – your people can never be copied. Developing your staff is the only source of *ongoing* advantage over your competitors and peers.

Investing in training translates to bottom-line benefits – organisations that focus on their people and culture enjoy 60% higher growth per year than organisations that do not. Even government and non-profit organisations without a focus on profitability reap the same kinds of benefits. Congratulations on choosing to invest in your people.

Public Sector Continuous Improvement

Governments everywhere are under pressure to meet increasing social, political and environmental demands while at the same time resources are being kept static or reduced.

The challenge falls to the public sector – to come up with innovative policy advice, to complete flawless projects and to find new and better ways of working. Aside from improving productivity, training improves morale, boosts engagement, reduces turnover, develops leaders and increases trust and collaboration.

"Anyone who stops learning is old, whether at 20 or 80. Anyone who keeps learning stays young." – Henry Ford

Getting the Most From Your Budget

Training can involve a considerable investment in both time and money. As a HR professional or Learning and Development manager you would realise that to get the best return on your investment you need to carefully manage three aspects:

1. Targeting the training
2. Embedding new skills in the workplace
3. Choosing the right training provider.

Targeting the training usually follows a needs analysis of the:

- Skills your organisation needs now

¹ 1988, Peters, Tom. *Thriving on Chaos: Handbook for a Management Revolution*. Alfred Knopf. New York.

- Skills your organisation will need in the future
- Behaviours you want people to exhibit
- Values you want to support.

Once the needs are clearly identified the training program should be tightly targeted so that the right people are receiving the right training at the right time.

You also need to ensure that training is embedded in the workplace by:

- Involving managers
- Asking the trainer to use real workplace issues and examples during training
- Providing opportunities for participants to apply their newly-learnt skills immediately they return to work
- Creating a supportive culture
- Providing follow-up coaching and support
- Ensuring that on completing training participants commit to an action plan
- Measuring performance before and after training
- Staggering the training and/or breaking courses into smaller chunks.

(Please contact me if you would like further information).

Finally you need to choose a good training provider. When choosing a provider some issues you might want to consider are:

- Do they focus on your needs or only talk about what they can offer?
- Are they flexible?
- Do they show real concern for participants?
- Do they know the material and practise what they teach?
- Are they qualified to teach it?
- Are they passionate about teaching or merely subject-matter experts?
- Do they have a Certificate IV or Diploma in 'Workplace Training and Assessment' or an equivalent teaching qualification?
- Are they easy to work with?
- Have they developed the course material themselves?
- Are they knowledgeable?
- Are they comfortable enough to deviate from their schedule and address the needs of participants?
- Can they provide follow-up and strategic support?
- Are they prepared to provide training in modular (bite-size) chunks?

*"Training adults is like driving a bus..
if you do not take people to where they want to go they get off." – anon*

Why Choose Me?

Professionalism, Innovation and Experience

I can offer you and your staff a valuable training experience and a good return on your training budget for many reasons:

◆ Professionalism

I have more than 6 years experience with a huge range of participants in varied contexts. I have been trained in tertiary teaching at Deakin University where I continue to hold a teaching role. I hold a Certificate IV in Workplace Training and Assessment.

◆ Follow-Up and Free Phone Support

Free phone support is available to all participants for one month following a course. One-on-one and group follow-up coaching is available.

◆ Courses Based on Experience and Research

Material for the courses is first drawn from the latest thinking and sourced from academic research. It is then developed to have application to real workplace environments and adapted through professional and personal experience and the feedback of many participants.

◆ Customisation

Classes and course materials can be customised to your particular needs.

◆ Interactive Classes and Participatory Style

As a facilitator I have the skills to draw out all participants and ensure everyone is included. Participants are encouraged to contribute, question and challenge – anything that will help them to integrate the content and apply it back in the workplace.

◆ Experiential Learning

Material is presented in a variety of teaching modes to take cater for verbal, visual and kinaesthetic learning styles.

◆ Practical Application to the Workplace

Participants are encourage to bring real-life, appropriate work issues to work on during the course.

◆ Learning to Learn

There is a strong emphasis on developing participants' critical faculties so they can continue to develop themselves after the course is over.

◆ Staggered Sessions - Half-day and Two-hour seminars

Full day training sessions work for the provider but do they always suit the client? In extremely busy workplaces it can be difficult for staff to take a whole day off, which can sometimes result in poor attendance. Whole days can also be tiring and provide less opportunity to practice and embed learnings in the workplace.

All our courses can be broken in one-half and two-hour seminars held weekly or fortnightly. This reduces disruption to the workplace and greatly improves course attendance and retention of material. The added cost (between 1/3 and 2/3) is made up for by the improvement in learning outcomes. Of course whole-day blocks may work for your organisation – but it should be your choice – not the provider's.

◆ Public and Private Sector Experience

My experience straddles both the private and public spheres. As a former state government employee I am familiar with, and sympathetic to, the culture of government including its complexities, challenges and service issues. As someone who cut their teeth in the fast-paced dot-com era, and now running my own business I understand the pressure of budgets, competition and business realities.

Complementary Non-Training Services

I also provide ongoing and strategic support. These can be allied to your training program or fall into other areas of your operations. Please feel free to contact me to discuss your needs. An initial consultation is free.

Facilitation

Why use a professional facilitator?

In the hands of a skilled practitioner, facilitation is your number one tool for identifying and overcoming resistance and running effective group processes. Half art and half skill, good facilitation will draw out unconscious and deeply-held motivations and engender a sense of team-spirit, loyalty and engagement like no other activity. Facilitation helps organisations, teams and groups reach good decisions, achieve consensus and explore and understand complex or challenging issues.

What to look for

However choose your facilitator carefully – look for someone who:

- is likely to be perceived as impartial
- is not subject to organisational politics
- utilises transparent and open processes
- has experience of a wide range of communication styles
- thinks on their feet
- is inclusive
- uses a variety of group processes
- can back up their practical experience with proven research

Due to the sensitive nature of group processes it is highly recommended that you use an external facilitator – and one with a proven track record. Please call if you would like further information or references.

"Cris is a very engaging facilitator and one can't help but get caught up in his enthusiasm for innovative thinking. I've attended different workshops he ran and was impressed by the preparation that went into each one.

I came to realise that innovation isn't something that just happens but requires the right environment, appropriate guidance and a set of thinking skills and you'll find that Cris can give you all three.

– Lucille T, Vic Government.

Facilitation processes

Facilitation is helpful any time you need to achieve an outcome from a group process – in fact the more sensitive or important – the more likely you should use a facilitator. Common organisational processes include:

- conflict resolution
- strategy and planning
- innovative problem-solving
- process improvement
- focus groups
- team and consensus building
- conferences and workshops

Advice and Research

I am available for advice and consultation on specialist topics such as:

- innovation and creativity
- team building
- judgment and decision-making
- change management
- cultural transformation
- stress management
- wellbeing programs
- training needs analysis
- information systems

Presentations

I am available to give presentations on specialist topics. Presentations range from 40 minutes to two hours depending on the audience and depth of the topic.

Laughter Session

Our most popular offering! Strange as it may sound you can bring a bunch of people and get them laughing within half an hour. Wonderful for building trust, team-cohesion and creativity and reducing stress (especially when combined with building resilience). Please ask for more information.

Wellbeing and Stress Management

I offer a full range of activities to reduce stress and help build your team. A separate outline is available on request.

"I hear and I forget. I see and I remember. I do and I understand."
–Confucius

About the Classes

Size

It is recommended that class sizes are restricted to a maximum of 15, however larger classes can be accommodated.

Staggered Sessions and Follow-Up

Participants will gain a great deal more from training if courses are split over a number of sessions. This allows the integration of knowledge to the workplace and the review of previous sessions. It also greatly improves attendance as participants find it much easier to take a short block out of a busy schedule than a whole day. You are encouraged to consider staggered classes rather than block mode intensives. Keep in mind that free phone support is available for one month after sessions.

Inclusive and Relevant

Classes are relaxed and inclusive. They build on the participants existing knowledge and encourage questioning and humour. Wherever possible practical examples from the clients own workplace are used to demonstrate and practise learnings.

"I really appreciate the time and effort you took to come along and take that session. I can't express how delighted I was to see some of those "actuaries" actually letting go and enjoying themselves. It was such a great opportunity for our group to step outside their comfort zone and get to know each other at a more personal level."
– Gail Field, IAG.

About the Trainer

Profile

Cris Popp is an experienced facilitator and trainer with a solid academic background grounded in practical experience. He has worked with a wide variety of decision-making, problem-solving and communication styles and has used his facilitation skills to help many groups make good decisions. He trains and advises organisations on how they can make their change initiatives successful. He also consults to organisations on how they can create a culture that fully engages staff and is productive, innovative and stress-free.

He has worked as a business change manager, innovation facilitator, online project manager, ABC journalist, and copywriter in both the public and private sector. As well as running his own business he tutors at Deakin University, lectures at Box Hill Tafe and delivers management and leadership training on behalf of Melbourne Business School.

Cris is passionate about helping people reach their full potential. He researches all the subject matter himself and uses practical examples from his own experience to illustrate topics. His experience as a university tutor and adult educator help him to make sessions relevant, interesting, participatory and empowering for everyone who attends.

Qualifications

- Diploma in Advanced Group Facilitation.
- Facilitate and Capitalise on Change and Innovation (Diploma of Business, AIM).
- Certificate IV, Workplace Training and Assessment, CAE.
- Certificate IV in Business (Small Business Management).
- Professional Development Program for Sessional Tutors (Deakin University).
- Qualified Buzan Instructor (QBI).
- Masters of Electronic Commerce, Deakin University.
- Bachelor of Commerce (Hons), Deakin University.
- Diploma of Arts in Professional Writing and Editing, RMIT.

Clients

Recent clients include, but are not limited to:

<ul style="list-style-type: none"> ▪ ANZ ▪ Defence Department ▪ ComCare ▪ Cardno-ACIL Australia ▪ Telstra ▪ Southern Health Care ▪ Tulla-Calder Interchange Alliance (TCI) ▪ Victorian Public Service Continuous Improvement Network (ViPSCIN) ▪ Victoria University ▪ Air Services Australia ▪ Melbourne City Council ▪ Insurance Australia Group (IAG) 	<ul style="list-style-type: none"> ▪ Insurance Australia Group (IAG) ▪ CPA Australia ▪ Department of Justice (Victoria) ▪ Department of Premier and Cabinet (Victoria) ▪ Department of Treasury and Finance (Victoria) ▪ National Institute of Accountants (NIA) ▪ Box Hill Tafe ▪ Gordon Tafe ▪ Department of Health and Aging (DOHA), Tasmania ▪ ACE - Victoria and National
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- Lecturing and tutoring:
- Information Systems for Business - Deakin University (Masters level)
- Managing Workplace Diversity, Lead and Manage a Team, Conflict Resolution and other courses – Box Hill Tafe
- Public Open Courses – Laughter Leader training & Mind Mapping

Course Outlines

The following pages contain outlines for courses currently on offer. Other courses are also available. Courses can be combined, modified and staggered according to your needs.

Please contact me for further information.

“Cris, thank you for your effort last Thursday ... it was very well received and your presentation was excellent ... it helped to make the re-launch off the Group a success. The numbers were the best for many months.

Again thank you for your effort, it was much appreciated.”
– John Gartly, Frankston CPA, Management Accountant Group

Productive Performance Conversations

Purpose

Performance appraisals are the second most hated task that managers have to undertake (after firing people). And yet to bring out the best performance of your staff, you need to know how to effectively deliver constructive feedback.

This seminar will provide you with the strategies you need to have performance conversations that guide and develop your employees. You will learn how to give both positive and negative feedback within the wider framework of your organisations performance appraisal system. It will help you learn to handle problem behaviours, poor performers and rising stars with clear, unambiguous and productive language. Successful application of these principles reduces stress all round and increases cooperation, engagement and initiative.

Learning Outcomes

By the end of this training participants should be able to:

- Understand and apply a communication model for maximum impact
- Identify potentially 'hot' topics and create strategies for addressing them
- Explain appreciative inquiry, use it as appropriate and discuss its benefits
- Identify a number of other performance management tools and place conversations within that context
- Identify and respond to a wide range of conversation styles
- Apply the principles of assertive communication
- Set realistic measurable goals in collaboration with staff
-

Benefits

- Increased employee engagement
- Clear and agreed goals for staff and managers and realistic measurable goals
- Increased collaboration and agreement
- Quicker and easier identification of challenges and development opportunities
- Reduced stress, absenteeism and counter-productive behaviours

Delivery Mode

½ day. This seminar focuses on the staff-manger aspect of performance management.

Innovation - Move at the Speed of Imagination

Training Purpose

Innovation is now widely recognised as the key driver of competitive advantage (Porter and Stern 2002)² and the engine for growth in modern economies. This practical course equips participants with lateral thinking techniques that can be applied to a wide range of opportunities and problems to achieve “outside-the-square” solutions. Participants will practise the techniques during the class, learn about the behaviours required for invention and receive advice on applying the techniques in their workplace. Move yourself and your organisation at the speed of your imagination.

*“The best way to predict the future is to invent it”
- Alan Kay*

Learning Outcomes:

By the end of this training participants should be able to:

- Define innovation
- Understand the difference between the type of innovation and its scope
- Understand an innovative 4-stage problem-solving process (the Innovation Diamond)
- Choose and use tools appropriate to the stage, situation and/or their personal style
- Identify the characteristics of an innovative organisation
- Explain some of the barriers to innovation and possible solutions
- Understand and have practised a range of innovative behaviours
- Nurture and support a culture that encourages innovation

Benefits:

- Quicker and easier idea generation resulting in a greater number of ideas
- Increased efficiency and effectiveness
- Effective solution vetting
- Greater acceptance of creativity and diversity in the workplace
- Mutual understanding of, and support for, innovation
- Innovative policy advice

“With Cris’ guidance in developing a new product, we were able to avoid a range of possibly damaging conflicts of opinion. Instead, he created a means by which differing views were used to generate a more innovative end-product.”

— Greg T, Manager, Victorian Government

Delivery Mode

Two days. This course complements, and can be combined with, Improving Judgment and Decision-Making. Available in modular format.

² Porter, M. E. and S. Stern (2002). Innovation: Location Matters. Innovation: Driving Products, Process and Market Change. E. B. Roberts. San Francisco, Jossey-Bass: 311-322.

Improving Judgment and Decision-Making

Training Purpose

The Challenger disaster, HIA corporate collapse and Enron are just three examples of poor judgment or a failure of decision-making. What you don't hear about are all the other thousands of "little" decisions made every day that have a very real effect on organisational profitability (and personal quality of life). Rarely do we pause to reflect on how we make decisions or how we could make them better.

This course will show participants common errors and techniques to overcome them, and give a brief overview of decision-making. Participants will learn decision-making tools and have an opportunity to practise them on actual issues from their workplace. It is especially relevant to middle and senior management and those involved in making important decisions.

Learning Outcomes

By the end of this training participants should be able to:

- Explain what makes a decision 'good'
- Identify some common errors in decision-making and understand how to overcome them
- Use a variety of techniques to improve analysis and decision-making which can include³:
 - Fish-bone analysis
 - Grid analysis
 - Rich Picture/Soft-Systems Methodology
 - Pair-wise comparison
 - Decision-trees
- Other tools as appropriate to the participants. The exact tools will depend on the workplace requirements of participants.
- Describe the benefits of using decision-making tools, identify appropriate situations in which to use the tools and apply them as required
- Compare individual and group decision-making and choose appropriate times to use either
- Describe the benefits and drawbacks of group decision-making and apply practices that optimise group decisions
- Provide insight into their own and their organisations' decision-making styles and find ways to capitalise on them

³ Depends on time available

Benefits

- Mastery of a variety of techniques for analysis and decision-making
- Awareness of own decision-making style
- Greater confidence in decisions
- Appreciation and tolerance of other decision-making styles
- More rigour in decision-making and analysis
- Reduced conflict and improved team cohesion
- Greater transparency and more defensible solutions
- Opportunities for assessing and improving individual and group decision processes

Delivery Mode

One-and-a-half to two days. delivered in ½ day sessions with a week between each session is recommended. The decision-making techniques will be chosen in conjunction with participants and/or the client organisation. Available in full-day format.

Planning, Leading & Achieving Successful Change

Training Purpose

Eighty percent of all organisational change initiatives fail to reach their objectives⁴. The biggest single cause of failure is 'soft' or people issues⁵. It is rarely technology, infrastructure or project management skills that are at fault. Yet most project management methodologies give little guidance on how to bring people along and overcome resistance. Better planning for change would ameliorate many problems and facilitate the take-up of new initiatives. Research has shown that each success improves the overall capacity of the organisation to undertake future changes. However the reverse is also true – each failure makes the next initiative harder.

This course will give participants an overview of change management, and techniques for planning and implementing change programs that result in positive transformation. It can be tailored to:

- Managers and team-leaders attempting to bring their teams through change
- Individuals who need to be more pro-active and accepting of change
- Project teams charged with implementing change

The course can be applied to an actual organisational change initiative.

Learning Outcomes

By the end of this training participants should be able to:

- Describe common pitfalls of change initiatives and strategies for overcoming them
- Better understand resistance and how it can be leveraged to increase success
- Define initiatives in terms of *behaviours* rather than functions
- Have effective change conversations and help other team members through the transition process
- Explain and use a stakeholder matrix
- Explain the AIDAS (Attention, Interest, Desire, Acceptance, Satisfaction) model of change
- Apply the AIDAS model to a current project or issue

Benefits

- Improve trust, harmony and productivity
- Work with resistance – not against it. Early identification of potential resistance and creation of initiatives to ameliorate or negate it
- Increased take-up of current and future initiatives
- More effective communication plans
- Improved project planning and increased project success
- Increased agility and better outcomes for the organisation as a whole

⁴ Pickett L. *The Strategic Contribution of HR*. 2005: Melbourne. Talk given at CFOD.

⁵ Averett P. *People: The human side of systems technology*. The Journal for Quality and Participation, 2001. 24(2): p 34.

- Increase likelihood for success of future change initiatives
- Increase take-up of new initiatives
- Personal empowerment in the face of change
- Potential to create more effective communication plans

Delivery Mode

One to two days. Available in modular half-day and two hour format.

Setting and Achieving Goals

Training Purpose

Successful people and organisations have a strong vision for the future and focus on that vision continuously. Yet very few people stop to think about what want in life and what is important to them. This course introduces participants to the notion of goal setting and teaches them how to establish a personal vision and begin taking steps to achieve it. Participants will leave with a broad-ranging representation of their own personal vision and an initial action plan for achieving it. It can be applied to business or personal issues.

*"If you don't know where you're going, you might end up someplace else."
– Yogi Berra*

Learning Outcomes

By the end of this training participants should be able to:

- Identify the different roles in their life and career
- Understand what motivates them
- Clearly articulate a desired vision of the future
- Understand how to set effective, positive and realistic goals and objectives
- Set long, medium and short-term goals
- Begin an action plan for achieving their vision

Benefits

- Greater efficiency
- Greater understanding of, and commitment to, priorities – both personal and workplace
- Improved sense of direction
- More appropriate allocation of time
- Reduced stress
- Increased sense of personal mastery

Delivery Mode

One-half to three-quarter day. Available in modular format.

Time-Management

Training Purpose

Everyone gets 86,400 seconds per day but some people seem to be able to do a lot more with their time – with a lot less stress. What stops you from achieving what you'd like to, and what can you do about it? This workshop will develop your personal time and team time-management strategies to improve work and personal satisfaction and productivity. Participants will be asked to bring a log of a 'typical' day (a template is provided in advance). One of the more popular courses.

Learning Outcomes

By the end of this training participants should be able to:

- State a desired vision of the future
- List objectives to achieve that vision
- Describe and use Covey's time management matrix
- Describe their own energy cycle
- Understand common time-wasters including clutter, procrastination and perfectionism
- Analyse their own time usage over a typical day
- Identify the pros and cons of their own management of time
- Propose an action plan for improvement (as teams or individuals) and commit to its implementation
- Develop a to-do list and time log for the following week

Benefits

- Greater understanding of, and commitment to, priorities - both personal and workplace
- More appropriate allocation of time
- Better quality work
- Less crisis management and achieving more of the important things i.e. greater productivity
- Reduced stress
- Increased sense of personal mastery

Delivery Mode

Three-quarter to one day. Available in modular format.

Meetings that Work

Training Purpose

Run well meetings can be a very effective tool for making decisions, running projects, managing teams, building consensus and exchanging information. However poorly run meetings not only fail to achieve these goals but create ill-will, resistance and divisions and undermine individual productivity.

Successful meetings are not haphazard, accidental or simply a result of the right mix of people but share some common ingredients. Participants in this course will learn these ingredients and improve their own capacity and the capacity of their organisations to hold consistently effective meetings. A few individuals practicing these skills can improve the whole organisational culture.

Learning Outcomes

By the end of this session, participants will:

- Identify the qualities of effective meetings
- Understand the roles – both functional and dysfunctional- people play in meetings
- Be able to employ strategies to deal with difficult behaviour in meetings
- Understand the basic skills and methods in facilitating meetings

Content

- The qualities of effective meetings
- The roles – both functional and dysfunctional- people play in meetings
- Strategies to deal with difficult behaviour in meetings
- The basic skills and methods in facilitating meetings
- What to do before, during and after the meeting
- Meeting Planner

Benefits

- Meetings with clear outcomes and responsibilities
- Greater consensus, shared understanding and common goals
- Improved productivity and less time-wasting
- Decreased frustration and improved moral
- More effective project management

Delivery Mode

3.5 hrs

Building Professional & Personal Resilience (Managing Stress)

Training Purpose

Can work and wellbeing co-exist? Can your workplace be happier *and* more productive? Evidence shows that not only is the answer yes, but that engaged, innovative and professional workplaces are inextricably linked with wellbeing and resilience. However it does require us to take a new approach to the challenges we face every day and to build our resilience. This involves building our mental fitness in the same way that we might build our physical fitness. The good news is that, just like physical wellbeing everyone can build their resilience and reap the rewards in their professional and personal lives.

Cost of Stress

Causing up to 75% of time lost at work and 40% of all turnover, stress has become the number one workplace health hazard. In worker's compensation payments alone it costs \$200m/year. Apart from the physical and psychological toll on individuals workplace stress results in poor communication, rigidity, a silo mentality, inability to cope with challenges, poor creativity, decreased collaboration and lost productivity.

While dealing effectively with stress has immense benefits for organisations and individuals, "managing" stress is a short-term answer. The real solution is to stop stress from building up in the first place by building our capacity as individuals and teams – to build our resilience.

The aim of this course is to familiarise and equip participants with a range of techniques they can be applied as they feel appropriate. The techniques have long-term ongoing benefits and are suitable for personal and workplace application. Real workplace situations are used to practice learnings

It is a hands-on course focusing on habits of mind and behaviours and introducing a range of cognitive and physiological practices including humour, laughter, meditation, focus and different ways of thinking and behaving. These have an immediate impact on improving wellbeing and workplace productivity.

Topics

The exact topics will include some or all of the following and are determined by your needs. They can include:

- Resilience – what does it mean and what do resilient people do?
- Stress, its symptoms and different types of stressors
- Addressing counter-productive thinking using Cognitive Behavioural Therapy (CBT)
- How attitudes to "mistakes" and learning cause stress
- Using optimism
- Goal setting and time-management (available as separate courses)
- Extending your locus of influence
- Relaxation and breathing techniques
- Meditation
- Focus

- Using laughter and appropriate humour
- Other strategies as determined in conjunction with participants

Learning Outcomes

These will vary depending on which modules are chosen, but by the end of this training, participants should be able to do some or all of these:

- Recognise the symptoms of stress and describe its effects on the individual and workplace
- Identify personal stressors and devise an action plan for dealing with them
- Understand, use and expand their circle of influence
- Understand the difference between primary, secondary and tertiary stress management strategies
- Explain and use physiological techniques such as meditation, relaxation and breathing
- Understand how to increase their use of appropriate humour in workplace situations
- Explain how thinking styles can affect stress levels and practise cognitive techniques for improving wellbeing
- Describe what makes people resilient and apply appropriate techniques in their own life

Benefits

Increasing individual and team resilience can have many positive benefits both organisationally and personally:

- Reduced absenteeism, lower turnover and improved productivity
- Lower workcover claims
- Increased incidence of innovation
- Better interpersonal communications
- Improve cooperation and team collaboration
- Better work-life balance
- Increase sense of personal empowerment and responsibility
- Increased propensity to become engaged and make effective decisions

Delivery Mode

Building resilience is best delivered as a number of modules of between 2 and 3.5 hours with a ½ day kick off. This gives participants the opportunity to explore, practise and refine strategies that work for them. It also gives team-members the opportunity to support each other and devise common solutions. Alternatively this training is also available as a 1½-day to 2-day intensive.

*“Thanks again for a terrific finale to our Health & Wellbeing Program for this year”
– Mary Kliukas, Comcare*

*“Brilliant workshop that assisted with self-care”
– Maria Katsikas, Eastern CASA*

Mind Mapping for Business and Personal Success

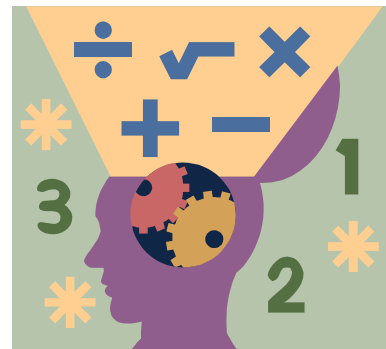
What is a Mind Map?

A mind-map is a method of graphically representing thoughts, information, ideas, teamwork and brainstorming that mimics the brain's natural processes and greatly enhances your cognitive abilities and creativity.

Training Purpose

For Businesses and Other Organisations

As a CEO, manager, HR professional or team leader you know that Intellectual Property (IP) is your organisation's greatest asset. Mind Mapping will help unleash the latent IP in your workplace and enhance the performance of your team in every facet of your operations.



Invented in the 1970s by Tony Buzan, Mind Maps, are often described as an operating manual for the most powerful thinking machine known – the human brain. They are a fast and effective way of organising your thoughts and unleashing your immense natural capabilities including your creativity. Books on Mind-Mapping have been published in 100 countries and translated into 30 languages.

Mind Maps have been used by Boeing to streamline their processes and by the city of New York to rebuild after 9/11. Thousands of successful organisations use them every day for strategic planning, marketing, decision-making, problem-solving, writing reports, teamwork and a myriad of other activities to build productivity and profitability.

For Individuals

The brain is the most powerful thinking machine known – it can hold more combinations than there are atoms in the universe! And yet most people have never been taught how to use it. Mind Maps will help you to more effectively think, learn and create.

Mind Maps have been used to transform failing students into A-grade achievers, turn around ailing businesses, create brilliant ideas and organise to-do lists. They are recognised as a fantastic memory aid and time-saver for any task that involves thinking. They are also a lot of fun and guaranteed to improve your intelligence.

Learning Outcomes

By the end of this training, participants will be able to:

- Discuss how the brain works and how to increase their ability to learn
- Explain pitfalls in everyday note-taking, note-making and learning methods
- Use mind-maps to take notes and prepare talks, reports and documents or undertake planning
- Explain and apply the laws of mind-mapping
- Use mind-mapping to improve memory recall
- Apply mind-maps to solve problems and make decisions
- Use mind-maps to reduce their stress levels and become more productive

Benefits

- More thorough analysis of complex issues
- Increased productivity
- Visual representation of multi-faceted and complex ideas
- Faster composition of reports and memos and other documents
- More effective planning for projects, reports, agendas and events
- Vastly increased memory recall
- Stimulate creativity
- Increase problem-solving capacity
- Better goal-setting
- Improve persuasion and negotiated outcomes
- Sense of control
- Increased confidence

Delivery Mode

One to two days (as Think, Learn & Create). Available in modular half-day and three-hour format.

*“I can’t understand why people are frightened of new ideas.
I’m frightened of the old ones.”
– Dale Carnegie*

Talk That Works

Getting Your Message Across and Receiving Feedback

Training Purpose

Good communication skills are vital to getting the job done well as well as helping you navigate a myriad of daily interactions. It's not just what you say, but how you say it, when and where, and even the way you walk into the room and what you are thinking about. You work hard to do your job well - why not ensure you are able to sell yourself effectively and get great feedback. This course is unique in that it combines several key communication strategies – creating empathy, body language and active listening. Make all your interactions easier by learning how combine multiple communication strategies.

Learning Outcomes

By the end of this training participants should be able to:

- Identify the difference between passive, aggressive and assertive communication styles
- Respond to a difficult or confronting exchange in a professional manner
- Demonstrate active listening
- Use a variety of techniques to build empathy and rapport
- Recognise, and respect, a diversity of communication styles
- Identify and use a range of visual body-language cues to facilitate communication
- Persuasively deliver their message
- Make others feel like they are heard

Benefits

- Clearer and quicker identification of core issues
- Separation of the message from the way it is told
- Facility to have rational conversations even in charged atmosphere
- Increase acceptance of, and receptivity to, messages – whatever form they take
- Reduce the incidence of escalation of issues and increase their speedy resolution
- Increase cooperation
- Reduce misunderstandings

Delivery Mode

One-half to one day. Available in modular mode.

Dealing with Difficult People

Training Purpose

People are not generally difficult- but some behaviour definitely is! Dealing with difficult behaviour is a key skill required by all managers and leaders. If not dealt with quickly and effectively, difficult behaviour can start quietly and subtly, but build quickly into a crisis situation. This can be extremely costly to individuals and to organisations. Dealing effectively with these situations is one of the crucial keys to organisational success. This course offers a variety of practical learning opportunities for participants to develop skills in identifying and dealing effectively with unacceptable employee behaviour.

Learning Outcomes

By the end of this training participants should be able to:

- Identify the root causes of difficult behaviour
- Recognise signs that a performance problem is brewing
- Understand how managers and supervisors inadvertently add to the problem
- Identify reasons why managers sometimes fail to address difficult behaviour
- Utilise strategies for maintaining clear open communication with difficult people
- Use positive intervention strategies for corrective action
- Understand what to do if the problem persists – how to undertake disciplinary action
- Identify actions which may warrant termination and know what to do in these situations

Benefits

- Improved processes for dealing with various difficult behaviours
- Clearer understanding of how to best handle each behaviour
- Confidence in clear procedures for discipline procedure
- Understanding of how various behaviours affect teams and the workplace
- Better communication within the organisation
- Clarity on what is, and what is not, appropriate behaviour
- Happier, more productive and goal-focussed staff

Delivery Mode

One day. Available in modular format.

Delivering on Diversity

Training Purpose

Issues of diversity are on the increase – especially as our population ages and workforce shrinks. Rather than being a cause of friction diversity should be looked to as the asset it really is. Organisations with a diverse workforce are better able to deal with a diverse customer base, can be more flexible and are definitely more innovative. This course aims to equip managers and other staff with the right ‘thinking frames’ to engage with diverse colleagues and staff and create a harmonious environment.

Learning Outcomes

By the end of this training participants should be able to:

- Identify and discuss diversity
- Explain the advantages of a diverse workplace
- Role model behaviour that demonstrates respect for diversity
- Plan and develop work practices that take into account diversity in both colleagues and customers
- Recognise challenges that may arise from diversity and take prompt action to ameliorate them
- Consider and resolve issues from a wider variety of viewpoints.

Benefits

- Reduced conflict and increased harmony
- Increased incidence of innovation
- Compliance with Equal Employment Opportunity (EEO) requirements
- Increased capacity to deal with diverse stakeholders and customers
- Greater flexibility
- Better team-work

Delivery Mode

One half to one day. Available in modular format.

Other Courses

Business Writing

Leading a Team

Coaching Others

Presentation Skills

Giving and Receiving Feedback

Motivating Your Team

Stress Management and Team-Building Activities

Please call for more information

“Our university department hired Cris Popp to facilitate a series of staff teaching forums in 2005. The forums were highly successful; their success was due largely to Cris’ skills in identifying core issues, creating a comfortable atmosphere and skilfully directing sessions so that topics emerged and were discussed without losing the focus of each forum.

Cris’ subsequent reports were excellent too; they gave us a good sense of the material covered and provided coherent and practical next steps.

We would have no hesitation in recommending Cris for any facilitation work, and would be pleased to work with Cris again in the future.”

*– Stefan Schutt, Project Manager/Lecturer,
Department for Visual Art Design & Multimedia ,
Victoria University, 6/1/06*