

Training Course Outlines

Assessor training course outline

The Assessor training course is designed to familiarise delegates with a range of assessment exercises and techniques. They will have the opportunity to develop and practise the skills of observation, recording, classification and evaluation using written and interactive assessment methods.

Course objectives

During the course delegates will:

- Understand the background and rationale behind assessment centres and the role of the Assessor
- Identify the skills, knowledge and competencies of an Assessor
- Familiarise themselves with the use of several different assessment exercise types e.g. role-play, group exercises, analysis exercises
- Develop and practise the skills of an assessor

Delegates will leave the training course able to implement a range of these techniques effectively within their organisation. Where appropriate, we will train delegates with the exercises that are used within your organisation.

Introduction

- Assessment centre principles
- Role and responsibilities of an assessor

Making assessments 1

- Observation skills
- What's really going on? – looking for 'tells'
- Assessment exercise 1 - Materials, administration and assessment

Making assessments 2

- The assessment form
- Categorising observations
- Evaluation and making ratings
- Debrief questions
- Assessment exercise 2 - Materials, administration and assessment

Making assessments 3

- Avoiding rating errors, prejudice and personal bias
- Typical errors in the way we naturally assess and interview
- The impact of Equal Opportunity legislation on selection
- Assessment exercise 3 - Materials, administration and assessment

Decision-making

- Conducting effective integration discussions
- Avoiding bad decisions

Training Course Outlines

Appraiser Training Course Outline

Performance appraisal is at the heart of the effective leadership demonstrated by your managers. Conducting effective performance reviews enables your managers to identify how well their staff is performing and also identify their priorities for the future. Performance appraisal should have a powerful motivational effective for the individual being appraised – a chance for them to get some feedback, receive rewards and plan for the future.

The course focuses on giving delegates key skills to make the performance appraisal process a successful and positive one, and can be tailored around your own appraisal system.

Introduction to appraisals

- The features and benefits of the appraisal process
- Common problems with appraisals

Preparation for the first meeting

- Preparing yourself and the appraisee

Appraisal skills

- Establishing rapport
- Motivating the appraisee
- Giving constructive feedback

Reviewing performance

- Management by objectives
- Reviewing evidence and agreeing outcomes
- Evaluating performance and giving ratings

Managing performance

- SMART objectives
- Creating an environment for success
- Monitoring performance

Personal development planning

- Balancing individual and organisational objectives
- SMART personal development objectives

Ensuring effectiveness of appraisals

- Follow-up
- Communication of outputs
- Managing disagreements

Training Course Outlines

Interview Skills Masterclass course outline

This practical and engaging Interviewing masterclass will enable your delegates to get the most out of interviews through asking the right questions, building a complete picture of the strengths and concerns associated with each candidate and making effective decisions.

Effective interviews reduce the amount of time spent managing under-performing staff, dealing with high turnover and conducting further recruitment sessions. By increasing the power of your delegates' interviewing skills they will free up more time for the activities that really make a difference to the way they lead their teams and achieve objectives.

Introduction and background to structured interviewing

- How and why a structured interview works
- Your responsibilities as an interviewer

Interviewing hazards

- Typical errors and how to avoid personal biases and prejudice
- The impact of legislation on selection

Interviewing skills 1

- Structuring an interview
- Building rapport with candidates and asking the right questions

Using an interview guide

- Probing relevant criteria

Interviewing skills 2

- Active listening
- Gathering evidence and evaluating candidates' responses

Interviewing skills 3

- Probing concerns and testing strengths
- Spotting impression management – are they fibbing?

Two-way selection

- Building a relationship with candidates
- Communicating the Business and its values to candidates
- Responding to candidates' questions

Decision-making

- Integrating the interview within the recruitment process
- Avoiding bad decisions

Training Course Outlines

Conflict management course outline

Conflict, will creep into situations no matter we try to avoid it. There is also great potential for people to misunderstand each other or simply fail to agree. The Conflict management course helps delegates to recognise the signs and symptoms of conflict, what they have done to contribute towards them, and what they can do to diffuse the conflict. Your delegates will leave the course with a greater understanding of how to make those potential conflict situations productive rather than destructive ones.

Course objectives

During the course delegates will:

- Begin to understand and moderate their reactions to conflict
- Gain a greater awareness of how their own behaviours, emotions and values affect conflict situations
- Develop an understanding of the reactions of others in a conflict situation
- Learn to manage the behaviour and reactions of others in conflict situations
- Understand how to foster a negotiating relationship in a conflict situation

Introduction to conflict situations

- Conflict styles

Keep your cool

- The conflict spiral
- Recognising tactics
- Know your buttons

Disarm the other person

- Get on their side
- Express your views
- Create a climate of trust

Changing the game

- What are your interests? What are their interests?
- Last resorts
- Problem-solving questions and reframing tactics

Help them say yes

- Involve the other's perspective
- Dispelling fears

Don't say no

- Give your opponent an escape route
- Building the partnership

Training Course Outlines

Assertiveness and self-esteem training course outline

Leaders face daily demands on their confidence and ability to achieve their objectives in the context of conflicting agendas and personalities in the workplace. To achieve success your managers need the skills and mindset to assertively get what they need. To help them achieve this the Assertiveness and self-esteem training course is essentially practical and aims to help delegates to focus on key areas that they want to address in their own communication styles.

Course objectives

During the course delegates will:

- Identify exactly what assertiveness is and the behaviours associated with passive and aggressive forms of behaviour
- Develop an understanding of their behaviours and their own natural style
- Learn about the principles underlying assertiveness and its benefits
- Explore ways of thinking and behaving that will lead to assertiveness
- Develop and practise a range of assertiveness skills

Introduction to assertiveness

- What is assertiveness?
- Styles of behaviour
- Rights and responsibilities

Behaviours

- Recognising verbal and non-verbal behaviours
- Understanding your own style of behaviour

Developing assertiveness skills, Part 1

- Helpful and unhelpful beliefs
- Changing your feelings, changing your behaviour

Developing assertiveness skill, Part 2

- Dealing with difficult people
- Getting your point across effectively
- Asking people for something they don't want to give you
- Saying "NO"

Responding to feedback and criticism

- Recognising reactions to criticism
- Skills for coping with criticism