

Interpersonal Skills



Leadership, Change Management
and Team Building



Capital's Learning and Development team design and deliver tailored skills and competency based programmes to meet your wide range of development needs focused in three core areas: **Leadership, Change Management and Team Building.**

We develop tools and events to suit your own individual situation including learner based or tutor led programmes, simulations and workplace training modules involving practical and realistic tasks relevant to your business.



Whatever your development programme aims, we will work closely with you to gain a clear and comprehensive understanding of the particular training modules, techniques and skills your organisation requires following Capital's 5 step plan:

- 1.** Purpose - establish business needs and objectives
- 2.** Design and create - tailor effective and appropriate learning experiences
- 3.** Development - ensure continual updating of programmes so that they remain credible, innovative, relevant and creative
- 4.** Delivery - blended solutions using a variety of learning styles and experiences
- 5.** Evaluation - the achievement of the measurable objectives agreed at stage 1 will be assessed to confirm that course return on investment targets have been met

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

John Quincy Adams

Leadership Programmes - are designed to develop and optimise the leadership potential in all delegates. Understanding the difference between managing and leading and exploring the different styles of successful leadership, we also look at relevant case studies and leadership icons to help shape the course to suit your organisational needs. Capital recognise that great organisations are created by great leaders and we aim to help you develop the great leaders of tomorrow.

Development Area

Communication Skills

Communicate with Impact - Communication plays a part in almost every aspect of your business, so being able to communicate well will boost your overall performance. Good communication is essential to building cohesive and effective teams and is an essential part of change management. The average manager spends about 75 to 80 percent of his day engaged in oral or written communication whether one to one from behind a desk or to a large audience via a podium. This skill base will enable your teams to communicate with impact.

Modules

Assertiveness and the Four Styles of Communication - This module delivers the power of communication and feedback using four communication styles. Passive, Aggressive, Passive Aggressive and Assertive. In order to build healthy relationships, we must learn to be assertive - that is, to be clear, direct and respectful in how we communicate.

Transactional Analysis - Transactional Analysis relates to effective communication by understanding both your emotional state (EGO State) and that of the person receiving the communication. By using both thoughts and feelings a leader can ensure the impact meets the intention and understanding and identify ways to improve communication on an individual level.

Story Telling - Story telling is a powerful tool that can be used in a variety of ways. It can help a colleague explore and share their experiences, or can support a leader to communicate a vision powerfully. Communication is often enhanced by using a pictorial structure. It is also often used to assist in goal setting and team building.

Intention verses Impact - We tend to assume because we have good intentions our behaviours will reflect that good intent, however, leaders need to be specifically mindful as often these signals are misread. We investigate the role of incidental and intentional vocabulary and verbal and non verbal communication.

Presentation Skills - We focus on the planning and the delivery skills required for informative or persuasive presentations. The aim is to enhance the ability to present with greater confidence, control and flexibility both in person and over the phone regardless of the respondent's position. We examine the importance of planning and preparation and the need to balance quantity of content with the desired message or output.

"The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime."

Babe Ruth

"The world hates change, yet it is the only thing that has brought progress."

Charles Kettering

Team Building Days - Team building exercises can be a powerful way to unite a group, develop strengths, and address weaknesses – but only if the exercises are planned and carried out strategically. Our team days offer extraordinary events where groups learn the power leverage and fun that is team! We design team building days with a real strategic purpose such as improving the team's problem-solving or creativity skills as well as helping teams understand the strengths and weaknesses of the people they work with on a day-to-day basis.

Managing Change - The old cliché that 'the only thing constant in the world of business is change' has never been more relevant. In the dynamic and volatile market place of today Capital believes that survival and success will come through constant evolutionary change and the winners will be those that implement these changes most effectively. This skill enables sustainable evolution through organisational and cultural change, leadership, talent development and employee engagement.

Influencing and Motivation Skills

Building Winning Relationships - In today's hectic, complex business environment managers and leaders need to focus on influencing and persuading others by creating successful and effective working relationships. Technical or functional skills alone are no longer sufficient. This skill base helps leaders understand the power of network, persuasion and preparation, of how to influence people by using models and techniques and increasing their ability to convince, motivate and inspire others.

Coaching and Feedback Skills

Coaching - This skill base is the most discussed and often the most difficult to deliver. It is essential great leaders offer honest, powerful and positive feedback to one another and to their teams. By establishing the now, leaders can determine what "good" looks like and by coaching their teams they can create seamless succession.

Influencing Models - We have a number of influencing models including Sheppard Moscow. These influencing models look at the combination of building and maintaining networks of effective business relationships and flexibility in behaviour, to become highly intentional in thinking and planning.

Feedback Models - We have a number of Coaching and feedback models. Some models can be equally applied to giving positive or challenging feedback and others that help you understand where you get your best personal learning. We also deliver frameworks that are simple yet powerful for structuring a coaching or mentoring session.

Influencing Styles - In this module we identify the qualities of a successful influencer/persuader: Push vs pull persuasion style and how to build a rapport through communication techniques (verbal and non verbal) Listening skills and active listening techniques; identify the different persuasion styles

Situational Leadership - This theory/model looks at power of having a flexible leadership style, being able to adapt your style based on the task and the capability and commitment of the individual. Using this theory, leaders should be able to place more or less emphasis on the task, and more or less emphasis on the relationships with the people they're leading, depending on what's needed to get the job done successfully.

Building an Influencing Strategy - Using pre-programme work this module helps identify live influencing situations, is highly participative and practical and assists in self diagnosis and the development and process of creating real time influence strategies.

How to Give and Receive Feedback - This module looks at various techniques designed to help give and receive feedback. It includes 360/180 degree feedback and the benefits that can be obtained by soliciting regular feedback from internal and external customers. All feedback can be used in a positive way and be a powerful personal development barometer if utilised effectively.

Taking People with You - This workshop defines the skills needed for effective leadership of a team. It works through many situations including winning hearts and minds, gaining commitment and influencing.

Talent Management - This module uses a number of tools including the 9 box grid which takes into account strengths and development needs. Reviewing current performance and future potential to aid talent planning and ways to maintain motivation in over achievers.

The Art of Successful Negotiation - A session in which you learn a structured approach to get the most from "win-win" negotiations, build confidence and gain skills to deepen the exploratory, questioning and clarifying techniques, including pushing back.

Active Listening - The most underused coaching skill, "Listening" looks at the art of "paying attention to someone", taking into account what you see and hear, reflecting both thoughts and feelings in order to let the individual know they have been heard. This skill allows an individual to find their own resolution which means total commitment.

Managing Performance Skills

Managing Performance - This skill enables your organisation to attract and retain top talent, improve productivity and deliver bottom-line business results. No one comes to work to do a bad job, how we manage performance leads directly to the results we get. By managing individual performance you bring your team performance to the next level, strengthen accountability and boost employee engagement.

Performance Management Process - This interactive module will bring consistency in applying performance management within the business, helping managers and team leaders recognise their role and contribution to effectively manage performance and conduct at work.

Setting Objectives - Using a number of tools this module explores the importance of good clear objective setting and practical tools for ensuring that SMART principles are used. All objectives should be aligned to the company strategy and vision of the organisation to ensure that there is a shared purpose across functions.

RACI - RACI is an acronym that was derived from the four key responsibilities Responsible, Accountable, Consulted, and Informed. It is a responsibility assignment matrix which describes the participation by various roles in completing tasks or deliverables for a project or business process. It looks at delegation as an essential part of a manager's role, it identifies roles and responsibilities and gives clear accountability. It helps set expectations from the outset. It is especially useful in clarifying roles and responsibilities in cross-functional/departmental projects and processes.

Problem Solving Models - Models that give a step-by-step process that helps you identify and solve problems creatively and effectively. It guides you through each stage of the problem-solving process, from finding the problem to implementing a solution. It helps you ensure that your solutions are creative, robust and well considered.

Effective Review - The most underused tool in the box, without which progression isn't possible. By using a Plan-do-Review cycle this module looks at the essential review element to embed long term individual change.

Change Management Skills

Implementing Successful Organisational Change - Change in the workplace is a given, companies cannot move forward or even sustain performance without change. Many companies fail when implementing change because their leaders are not equipped to manage change successfully. Often key stages of the change management process are skipped; emotion, uncertainty, stress and anxiety are ignored which cause dips in performance. To create and sustain long term change that becomes an integral part of the business is a fundamental leadership skill.

Change Models - We have a number of change models including the emotional cycle of change and change curve. These help leaders understand their own reactions to change and helps them understand how to lead their teams through change.

Experiential Change - This explores change using experiential methods. It creates understanding through the senses; by seeing, hearing and feeling what happens during change for both yourself and your team it can help leaders identify barriers to change and ways to lead their team through long term sustainable change.

Self Talk Cycle - This module looks at how we can create change internally. It establishes ways of taking control of your thinking through a cycle of positive self talk and methods to re write your inner self talk. By controlling your thoughts you can better control your performance.

The S Curve - The S curve describes why constant change is essential for business survival and growth. By understanding the S Curve, leaders can learn how to communicate and manage sustainable business change.

Project Management - This module was developed to guide leaders through corporate project management methodology. The project life cycle consists of four major phases: Initiation, Project Planning, Project Execution & Control, and Project Closeout. We share documents and Templates which support the project management process. This module presents a framework for managing projects using basic tools needed for success and the framework can be modified for each individual project so that leaders meet the needs of the project sponsors successfully and consistently.

Team Building Skills

Teamwork - It is a widely understood concept, that united we stand and divided we fall. "Team" is important if a company wants to reach its goals and targets. Some tasks cannot be done individually, every employee is dependent on his fellow employees to work together and contribute efficiently to the organization. Movement in teams is a given, how you create great teams quickly and efficiently is a skill.

Stages of Team Building - This programme reflects on effective connectivity and communication in a team or group. It covers the process a team can go through to transition from one stage to another and ways to deliver high performing team quickly.

Belbin - Belbin looks at Team Roles and is used to identify people's behavioural strengths and weaknesses in the workplace. It describes each of the 9 Belbin Team Roles and their associated strengths and allowable weaknesses.

High Performing Team Model - This model provides a framework for reviewing effectiveness. It creates a focus for what a team needs to do to be more effective. It is a way of looking at how teams work together and helps a team see itself as it really is and then take appropriate action.

Myers Briggs Assessment - It helps organizations of all sizes address their needs from team building, leadership and coaching to career development and retention. It also helps individuals understand themselves and how they interact with others.

Trust and Conflict - In many cases, conflict in the workplace just seems to be a fact of life. We've all seen situations where different people with different goals and needs have come into conflict. The fact that conflict exists, however, is not necessarily a bad thing: as long as it is resolved effectively, it can lead to personal and professional growth. This model shares ways of resolving conflict successfully by increased understanding and giving an insight into how they can achieve own goals without undermining those of other people.

Strategy and Visioning Skills

Strategic Planning and Establishing a Vision - Great leaders have the ability to develop a clearly defined and focused business and personal vision. They are skilled at both thinking with a strategic purpose as well as creating a visioning process. These sessions introduce and help develop critical skills needed to develop good leaders into great strategic and visionary leaders.

Creating a Vision - A clear vision provides direction and establishes purpose. It also enables milestone planning and target setting. This module enables leaders to understand the importance of a vision/"big picture" of where the leader wants to be and where he or she wants to take their team and how to establish that vision ensuring it is a clearly communicable picture of the future, encapsulating values and a philosophy, as well as structure.

Aligning Strategies - This looks at how to be an excellent strategic thinker whose personal leadership style will ensure effective implementation of strategy and change in your organisation. We also demonstrate how to build a strategic direction using innovative and genuine competitive differences.

Values - Cultural change and values - This programme looks at developing a clear culture and set of company values to guide the company through its business plan and can include the design of bespoke Values and Appraisals.

Experiential Visioning - Creating a vision and value set through experience. By using the other side of the brain we can create a clearer vision for our team. We also explore using a variety of visual techniques ways to help determine our own and team vision.

Relationship Mapping - Often when creating vision or strategy leaders don't take into account all relationships that impact on the effectiveness of the vision/strategy. Modern organisations have evolved and changed from classic hierarchies to complex multi-faceted structures in which relationships and accountabilities are equally complex. Leading varied and disparate people and co-ordinating different units of activity with geographical locations and 'virtually' into a productive whole requires different approaches, awareness and flexibility. By understanding real time Relationship Mapping, strategies and visions become both practical and complete.



Capital City Training

145 - 157 St John Street London EC1V 4PY

+44 (0)20 3286 0836

info@capitalcitytraining.com

www.capitalcitytraining.com