

Tel: 0161 428 3547
Fax: 0161 491 1096
e-mail info@structuredlearning.com

Structured Learning Ltd
Proposal

Managing Challenging Relationships

Options for Training and Coaching

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Introduction

Organisations, large or small, can be difficult places. Staff and managers alike often find themselves behaving inappropriately and /or managing their working relationships poorly.

We believe that anyone (who wants to) can improve their interpersonal skills and we aim to provide them with relevant tools, tips and ideas to get them started.

We have **three options** for those who need development to manage their challenging relationships. From planning and developing new strategies and tactics to understanding more about themselves and others – there's something to suit everyone. All you need to do is choose the approach which is most suitable for the need.

1. **Personal Coaching Approach – see page 3**
2. **Group Workshop Approach – see page 5**
3. **Group Personal Analysis Approach – see page 6**

How do I book?

If you would like to go ahead or if you have any queries then please either email (info@structuredlearning.com) or call us (0161 429 3547) and we will take you through the booking process.

Fees are payable after a programme or coaching session takes place, so there is no initial outlay for you.

1. Personal Coaching Approach

Aims of the process

The overall aims are to help people to:

- Identify key strengths and developmental needs as required
- Explore issues safely and confidentially
- Clarify next steps, without pressure and in a neutral and comfortable environment
- Put together a personal action plan for change

Most suitable for...

Individuals who have been identified as needing help to manage one or more of their relationships. Often used at middle and senior management levels.

What a coach offers

Our coaches offers direction and assistance but the choice of action rests with the person being coached. We will take on any of these roles as necessary during the process to move things on:

- Supporter
- Advisor
- Listener
- Problem Solver
- Confidante
- Influencer
- Decision Facilitator
- Mentor
- Counsellor
- Supporter
- Creator
- Ideas Generator
- Challenger
- Debater
- Skills Developer

In addition our coaches provide...

- **Independence**
- **Impartiality**
- **Objectivity**
- **Wide knowledge and experience**
- **A different viewpoint**
- **Experience of weighing opportunities, risks and rewards**

Coaching helps people to develop clarity, try out new behaviours and strategies and have well-ordered priorities. Coaching provides confidence because people are helped to think matters through thoroughly.

How the Coaching Process Works

Once we have had an initial conversation – by phone or email – to answer any questions you may have and for us to establish the need from your point of view, the process works like this:

- We email the person some relevant questionnaires and/or inventories to complete – the results of which will be entirely confidential between us – to help us get a better understanding of needs, issues and the areas to focus on.
- We may also ask the person's manager, or other significant person, to complete something, but only with your and the person's permission.
- We arrange an initial, in-depth coaching meeting with the person – at a mutually convenient and appropriate venue. This meeting will last around 3–4 hours and will be intense but enjoyable.
- We then write the result of this as a (confidential) personal action plan for the person
- A week to a month later – the exact timing will be agreed at our first meeting – we meet together again to discuss progress. From here the process may be complete or there may be a further follow-up – after agreement with you. More often than not, these two meetings are enough to help clients move on and further support is not necessary.

Three advantages of our Process

1. The advantage of our process over many others is that it does not take place in many short sessions over several weeks or even months. Our longer, intense meetings over a short time period usually bring excellent results.
2. The intensity of this process means that it is highly goal focused – as it should be, if the person is to move on.
3. Because this process is one to one and face to face, rather than the telephone-based offered by most coaches, we are quickly able to build a relationship with our clients, based on observable behaviour – words, tone and non-verbals.

2. Group Workshop Approach

Aims of the process

This is a fluid, non-prescriptive approach which, by not following a set format, ensures we provide practical solutions to practical issues – with many opportunities for participants to 'have a go' for themselves. We aim to:

- Provide participants with techniques and strategies for managing challenging people and situations, especially those who are customers or colleagues.
- Provide an opportunity for participants to explore their own, typical responses to challenging people and situations and assess their likely effectiveness.
- Enable them to manage their own reactions, positively and effectively, after a challenging interaction.

Most suitable for...

This approach is most suitable for small groups of up to 10 people. It can be used

- Either with intact teams who find relationships with others in the organisation challenging and/or adversarial in some way – for example.
- Or with participants drawn from across the organisation who want to improve their relationships with clients and customers

How it works

This full day workshop focuses on participants' real situations and challenges and does so in a way that allows us to look at these and suggest different approaches. It also allows for practical work as needed.

Agenda – 0900–1630

Introductions and welcome

Group work to agree and describe up to six typical challenging situations

Group Work and Trainer input: What strategies should we apply to these typical situations?

(Input will include, but not be limited to: managing yourself, challenging situations – how to manage your attitude and theirs – and a range of techniques and strategies drawn from Assertiveness, Emotional Intelligence and NLP.)

Personal action planning

3. Group Personal Analysis Approach

Aims of the process

Through using the Strength Deployment Inventory (SDI) we provide participants with invaluable information and education on what motivates people under two conditions: (1) when everything is going well and (2) when they are faced with conflict or opposition.

This is vital information because it means we can understand why certain people have the impact on us they do and – even more importantly – how we may be impacting on them and why we may not be getting the results we need.

Furthermore, participants learn how to recognise the real issues in relationships and thus how to tailor their language and approach to communicate in more flexible and effective ways which will head off challenge.

Most suitable for

Everyone. The SDI is a learning resource that has been proved effective in building strong work relationships worldwide for more than 25 years. It enables everyone to understand the reasons why people do things that are perceived to be challenging, and how to manage challenge effectively. It also provides a useful, analytical tool to understand one's own abilities and motivations.

It is particularly useful with:

- Intact teams who need to improve their understanding and communication strategies
- Managers who need to improve the way in which they relate to their colleagues and their staff.

Benefits of this approach

In our experience of using the SDI, it is common for participants to report that they have a...

- Recognition that all people simply do not feel the same way as they do about a given situation – and that this is all right.
- Better understanding of themselves and others and how difference can – but does not need – to cause conflict.
- More personal like and respect of themselves and others.
- Desire to try new and effective ways of relating to others.
- Feeling of being more in charge of the management of their relations with others.
- Better ability to be open and honest with others.
- Better ability to give and receive feedback from others.

These are not small benefits. This is an opportunity for insight and understanding, run in an informal workshop style with plenty of opportunities for interaction and discussion.

How it works

We can run the SDI workshop for you over one or two days. The options are explained below.

Agenda – One day. 0900 – 1630

The one day programme is ideal for those who want a quick introduction to the SDI. The day is fast paced and leaves participants with the knowledge they need to explore further the workings of the SDI for themselves.

Background – Interdependent Relationships

The Technical vs. Human Dynamic
Our Relating Styles – What Drives how Our Relationships Work
Motivation: The Universal Goal
Motivational Value Systems – What We All Really Want

Strength Deployment Inventory

Relating Styles Explained – From Ambulance to Snow Mobile
This Team's Dynamic Triangle
Strengths and Overdone Strengths
Who values what? Motivators and Demotivators
Giving Feedback That Works

What Winds you Up – And How to Stop It

How We Each Approach Conflict – A Three Stage Process
How to Recognise When Conflict Is Occurring – And Stop It in Its Tracks

Agenda – Two days – 0930 – 1630

We recommend the two day programme for using with:

- Established or new teams who want to explore and cement/improve their relationships.
- Those who want to consider issues of conflict and relationship challenge in more depth.

Whilst the agenda and content is much the same as the one day programme, the difference lies in that there is more time for the concepts to be explored, discussed and assimilated in group and individual work – leading to long-lasting behavioural change.

Interdependent Relationships

The Technical vs. Human Dynamic
Our Relating Styles – What Drives how Our Relationships Work
Motivation: The Universal Goal
Motivational Value Systems – What We All Really Want

Strength Deployment Inventory

Relating Styles Explained – From Ambulance to Snow Mobile
The Dynamic Triangle
Strengths and Overdone Strengths
Who values what? Motivators and Demotivators
Giving Feedback That Works

What Winds you Up – And How to Stop It

Unwarranted conflict – What it is and How to Resolve It
How We Each Approach Conflict – A Three Stage Process
How to Recognise When Conflict Is Occurring – And How to Stop It in Its Tracks

You control the way you feel

It's Not What Happens, It's How You React to What Happens.
The Meaning of Communication Is The Result You Get.

Materials, Equipment and Domestic for Options 2 and 3

We are consultants rather than open course providers so we come to you – which saves your participants travelling time and means you can train up to 12 people for a fixed daily rate. Since workshops are provided on your site it's probably helpful for you to know that for the workshops to run smoothly we will need:

- One main room – café style layout – 4/5 to a table. Side table for materials, one table for the trainer.
- LCD projector, screen/blank wall
- 2 x flipcharts
- Post-it notes in several colours
- Scribble paper
- Pens

We also ask you to provide a light buffet lunch at 1230 and the usual mid-morning and afternoon refreshments.

For all our courses we produce a participants' manual for them to use as a permanent reference after the programme. These manuals are costed on the basis that we supply one master copy via email for you to print in-house.

Our Trainers

Our trainers would be drawn from our pool of experts – see Appendix One. Until we have the exact dates for the training we cannot be specific about who the trainer/facilitator would be for the programme, as this will depend on their current commitments. All our trainers are experienced in working with both public and private sector organisations including:

Local Authorities, including – NWE0 Stockport, Bury, Bolton, Wirral, Oldham, Calderdale, Wakefield, Cheshire, Douglas, Cumbria, Stoke, Kirklees , Sefton, Wrexham, Halton, Salford	Leisure, Tourism and other Services, including – Merseyside Maritime Museum Natural History Museum, Etherow Country Park, Stockport Cafés, Libraries and Information Centres, T-Mobile, The Co-Op, Visibility Europe, Pindar Set, Iceland, Times Crème, NSPCC, 3I, BE Group. Chapel House Motors
Health Authorities and Trusts, including – East Midlands, Sefton, Lancaster, Stockport, Leicester	Accountancy and Finance, including – PwC, Dun & Bradstreet, Transatlantic Reinsurance, Miller Reinsurance, MBNA, Lombard. Newcastle Building Society
Civil Service and Government, including – DWP, LSC, Department of Health, CPS, Department of Justice, The Probation Service, The Revenue Service, Natural History Museum	Manufacturing and Distribution, including – Bakemark, Astra Zeneca, Siemens, ACC, URTU, Pfizer
Law Firms, including – DWF, S J Berwin, Howard Kennedy, Olswang, Davies Arnold Cooper, Silverbeck Rymer, Liverpool Law Society	Education, including– Manchester Business School The Manufacturing Institute, Bolton Institute, Kingsgate, Open College, DIOL, GlassTap, DBA, Fenman, Gower, Westminster Explained, Stockport College, Schools and LEAs.

About us

Structured Learning Ltd offers training that is properly tailored to individual needs and works with each delegate to actively improve and develop their skills. We are not public providers who offer knowledge-based seminars in very large groups with little or no opportunity for development transfer into the workplace. Our aim is always to meet our clients' real business needs.

Whatever the subject matter, our aim is to make the development enjoyable, thought-provoking and practical through a mix of input, individual and group exercises and feedback.

Our expertise, coupled with our friendly style, means that we have been in business for more than two decades; always offering our clients an excellent, tailored service which means that they continue to come back to us.

We are available by telephone, e-mail and in person to answer your questions and are happy to do so outside of 'normal' business hours. Our philosophy is that our partnership must stand with your business need and be accountable to it.

You can find out more about us by visiting our website at
www.structuredlearning.com

Thank you for the opportunity of proposing for this learning and development.

Appendix One: Trainer Biographies

Clare Forrest BA, ALA, NLP Master. Dip. Hyp.

Clare Forrest, following a career in operational management in the service sector and then in human resources, has been a Training Consultant and Seminar Speaker since 1985. Clare specialises in Performance Management, Team Leadership and Team Building and Communication Skills. She particularly enjoys the design and facilitation of motivational seminars and workshops using accelerated learning techniques.

A consultant, designer and facilitator on many programmes for many sectors, Clare adopts an entertaining and highly pragmatic approach – she does not believe in quick fix theories which can't be firmly rooted in the realities of working life. Apart from training she also carries out staff recruitment, including running assessment centres and individual performance development – coaching and counselling, including interview skills.

Clare is an NLP Master Therapist and works with individuals on anxiety and stress management.

Sandy Marshall CeMAP, CeRGI, NLP Practitioner, member of ANLP

Sandy Marshall, following a successful career in finance, management and training has been an NLP Coach and Training Consultant since 2005. She has a broad wealth of knowledge in the service sector and specialises in Business Performance Coaching, Management Training and Sales Training Programmes.

Sandy believes that people don't learn when they are bored, so she ensures that the training is delivered in a lively and interesting way. She is always looking for different ways to involve the participants and encourages humour as this can – and does – help the learning process.

As a designer and presenter of various programmes Sandy firmly believes that ideas and concepts must be expressed in everyday language, suited to the culture of the individual organisation and easily put into practice back in the workplace.

Tim Lambert BA (1st Class), Dip. Business Coaching

Tim Lambert is a management development and change specialist working from shop floor to board level. His expertise lies around the implementation of new Performance Management systems, especially the 'softer' skill elements which help managers to use systems well and wisely. He delivers a diverse range of management development programmes, and has a special interest in Absence Management, which he sees as the cornerstone of any Performance Management process.

Tim began his working life as a professional actor and lecturer, and now applies these skills to training and consultancy. He is passionate about his work, and this commitment shines through everything he does. He delivers energising, entertaining

and challenging training programmes; and routinely facilitates in-house events and meetings.

Underpinning all his work is a profound and optimistic belief that 'people matter', and that there is always more potential to be realised.

Chris Marsden B.Ed Hons; NLP Practitioner; Life Coaching Diploma; NWRAC Counselling

Chris is a highly motivated, experienced trainer and personal coach who enjoys challenge. Her varied career working both in Manchester and the Middle East, in colleges, in school, in prison, in the community and in service businesses has given her a wealth of experience in working with people from a variety of social, economic and cultural backgrounds.

Chris is expert in designing, developing and implementing training modules with an emphasis on personal effectiveness, customer service, assertiveness; coaching; communicating; influencing; negotiating and business writing.

As a facilitator she concentrates on building trust with her clients through a warm and practical approach, thus encouraging them to achieve their goals, using Emotional Intelligence and NLP principles.

Rachel Phillips BSc Hons Psychology

Rachel Phillips, a passionate and commercially focussed, personal development executive coach and management trainer, specialises in the successful development of individuals and teams within fast paced commercial Retail & Financial environments.

Using her knowledge of Corporate Psychology, and 8 years experience within Learning & Development (including full training cycle implementation – training needs analysis, design, delivery and evaluation), Rachel works to the premise of delivering development solutions that offer best business and personal value add.

Rachel delights in working with junior to senior level managers to create and deliver training and coaching solutions in management techniques, leadership, supervisory skills, graduate programmes, and retail sales training that specifically focus on company and personal objectives. (Most recently developing management and operational team capability within Topshop Head Office – Arcadia Group Plc, and Intelligent Finance – HBOS). Her exuberant, flexible, and proactive style empowers and engages clients' insight, self-responsibility, and commitment to action producing measurable KPI linked change-orientated results.

Rachel is a member of the ICF, holds a certificate in coaching practice, an NLP Diploma, and is a qualified Strengths Deployment Inventory Practitioner.

Our Publications

Between us we have written many books and articles for publishers including Gower, Fenman, Training Journal, DIOL and BSC. We have also recently written guidance for the Equality and Human Rights Commission on the new Equality Bill.

- Advanced Presentation Techniques for Trainers
- Choosing and Using Training Consultants
- Warehouse Management
- Time Management for Retailers
- Understanding Stress
- 20 Workshops for Listening Skills
- What is a Director?
- The Little Book of Sales Tips
- What about me?
- Evaluation of Marketing
- Helping people learn through experience
- Motivation for the Millennium
- Speed Reading for Teachers
- Quality Service; Quality Sales