




**LiveTime Learning**

## **Training Content**

**date:** 25 February 2011

## Contents

 Click on a heading to skip to that section.

<b>1</b>	<b>About LiveTime Learning</b>	<b>3</b>
<b>2</b>	<b>Management and leadership skills</b>	<b>4</b>
<b>3</b>	<b>Business and organisational skills</b>	<b>8</b>
<b>4</b>	<b>Communication and interpersonal skills</b>	<b>15</b>
<b>5</b>	<b>Further information</b>	<b>21</b>

## 1 About LiveTime Learning

LiveTime Learning is an interactive learning channel. It delivers live, online training direct to your desk at 9.30, 12.30 and 4.30, Monday to Friday.

The training is distilled into 20 minute, highly-involving sessions, with the added option for specific Q&A with the trainer at the end of each session.

There are 116 sessions, grouped into 3 categories. These are:

1. Management & Leadership skills
2. Organisational & Business skills
3. Communication & Interpersonal skills

Within each category there are series of individual training sessions. Learners are encouraged to follow each session in a series, though the sessions are designed to work as standalones too.

Training content and learning outcomes are broadly standardised and, as with traditional classroom training, the trainer will steer the session to fit with participant contributions and needs.

All sessions contain downloadable PDF 'handouts' of the key material covered plus links to, and sources of, further subject-relevant information.

Details of all categories, series and training sessions (with bullet points of content) follow below.

### Key

Sessions are coded by **Category**, then **Series**, then the **number** the session falls within the series and finally the number of sessions in that series in brackets.

Example: **MA2(4)** is '**M**' for Management & Leadership, '**A**' for Appraisals, '**2**' because it is second in the series and '**(4)**' because there are four sessions in the series on appraisals.

[Back to top](#)

## 2 **Category 1: Management and leadership skills**

This category is broken down into 5 series, containing 26 sessions in all. The training is aimed at anyone who is, or will soon be, managing people. It covers the key skills needed to manage performance and get the most from people.

1. Appraisals
2. Leadership
3. Managing people
4. Recruitment and inductions
5. Understanding people

[Back to top](#)

### 2.1 **Appraisals**

A key aspect of managing people and performance, this series helps managers get the most from the appraisals that they run. The individual sessions are designed to fit with existing organisational appraisal processes, focussing mainly on how to make the content and delivery work to best effect.

- |  |        |
|--|--------|
| <ol style="list-style-type: none"> <li>1. Preparing appraisals (for appraisers)               <ul style="list-style-type: none"> <li>• How to prepare</li> <li>• What to include</li> <li>• How to structure</li> </ul> </li> </ol>  | MA1(4) |
| <ol style="list-style-type: none"> <li>2. Managing difficult appraisals               <ul style="list-style-type: none"> <li>• Identifying the problem</li> <li>• Feel vs fact</li> <li>• Delivering negative feedback</li> <li>• Finding a way forward</li> </ul> </li> </ol>                         | MA2(4) |
| <ol style="list-style-type: none"> <li>3. Running remote appraisals               <ul style="list-style-type: none"> <li>• Problems that arise</li> <li>• Process solutions</li> <li>• How to deliver</li> <li>• Using technology</li> </ul> </li> </ol>   | MA3(4) |
| <ol style="list-style-type: none"> <li>4. Make the most of YOUR appraisal               <ul style="list-style-type: none"> <li>• Making the process work</li> <li>• Managing your personal image</li> <li>• Making the most of what you do</li> <li>• Putting your case forward</li> </ul> </li> </ol> | MA4(4) |

[Back to top](#)

## 2.2 Leadership

This series helps managers understand what makes a good leader and how they can use leadership skills in their everyday work – be they working with 1 or 100 people. There are also sessions on how to coach and develop staff.

- |  |        |
|--|--------|
| <ol style="list-style-type: none"> <li>1. Leaders, born or made?           <ul style="list-style-type: none"> <li>• What makes leaders successful</li> <li>• How to lead</li> <li>• Pitfalls to avoid</li> </ul> </li> </ol>   | ML1(5) |
| <ol style="list-style-type: none"> <li>2. A simple approach to leading teams           <ul style="list-style-type: none"> <li>• 4 key qualities</li> <li>• How to deliver on them</li> </ul> </li> </ol>   | ML2(5) |
| <ol style="list-style-type: none"> <li>3. What people want from a leader           <ul style="list-style-type: none"> <li>• Understanding people</li> <li>• Vision</li> <li>• Plan</li> <li>• Keeping on track</li> </ul> </li> </ol>  | ML3(5) |
| <ol style="list-style-type: none"> <li>4. Leading through change           <ul style="list-style-type: none"> <li>• Defining the vision</li> <li>• Getting buy-in and involvement</li> <li>• Understanding personal transition</li> <li>• Communicating the message</li> </ul> </li> </ol> | ML4(5) |
| <ol style="list-style-type: none"> <li>5. The Leader as Motivator           <ul style="list-style-type: none"> <li>• What are the hot buttons</li> <li>• Motivation and responsibility</li> <li>• Leading in tough times</li> </ul> </li> </ol>  | ML5(5) |

[Back to top](#)

## 2.3 Managing people

This series focuses on how to get the most from people – starting with giving feedback and moving on to managing performance. The training will help managers to give clear direction and support to their staff, as well as equipping them to manage performance issues or difficulties when they arise.

- |   |        |
|---|--------|
| <ol style="list-style-type: none"> <li>1. Setting objectives that work           <ul style="list-style-type: none"> <li>• Aims and goals</li> <li>• Objective setting</li> <li>• Monitoring and evaluation</li> </ul> </li> </ol> | MM1(7) |
| <ol style="list-style-type: none"> <li>2. Giving feedback           <ul style="list-style-type: none"> <li>• Planning feedback</li> <li>• Delivering feedback</li> <li>• Improvement feedback</li> </ul> </li> </ol>              | MM2(7) |

- |  |        |
|--|--------|
| <ol style="list-style-type: none"> <li>3. Negative feedback that works           <ul style="list-style-type: none"> <li>• Preparation</li> <li>• 3 steps to follow</li> <li>• How to help people improve</li> </ul> </li> </ol>                      | MM3(7) |
| <ol style="list-style-type: none"> <li>4. Handling difficult staff           <ul style="list-style-type: none"> <li>• Understanding the problem</li> <li>• Strategies for improvement</li> <li>• Process improvement</li> </ul> </li> </ol>          | MM4(7) |
| <ol style="list-style-type: none"> <li>5. Developing your people           <ul style="list-style-type: none"> <li>• Understanding needs and methods</li> <li>• Mentoring / coaching / training</li> <li>• Succession-planning</li> </ul> </li> </ol> | MM5(7) |
| <ol style="list-style-type: none"> <li>6. Introduction to coaching           <ul style="list-style-type: none"> <li>• Why coach</li> <li>• Identifying coaching needs</li> <li>• A simple approach</li> </ul> </li> </ol>                            | MM6(7) |
| <ol style="list-style-type: none"> <li>7. Developing coaching technique           <ul style="list-style-type: none"> <li>• Learning styles</li> <li>• The GROW method</li> </ul> </li> </ol>   | MM7(7) |

[Back to top](#)

## 2.4 Recruitment and inductions

Designed to fit within an existing process regardless of organisation size, this series offers tips, ideas and guidelines on how to find the right person for the job – and then how to get the most out of them from the start by using induction best practice.

- |   |        |
|---|--------|
| <ol style="list-style-type: none"> <li>1. Introduction to recruiting           <ul style="list-style-type: none"> <li>• Following a process</li> <li>• Legal aspects</li> <li>• Equality and diversity</li> </ul> </li> </ol> | MR1(5) |
| <ol style="list-style-type: none"> <li>2. Interviewing (1)           <ul style="list-style-type: none"> <li>• Approach and preparation</li> <li>• Managing the process</li> </ul> </li> </ol>                                 | MR2(5) |
| <ol style="list-style-type: none"> <li>3. Interviewing (2)           <ul style="list-style-type: none"> <li>• Questioning</li> <li>• Listening and probing</li> <li>• Making decisions</li> </ul> </li> </ol>                 | MR3(5) |
| <ol style="list-style-type: none"> <li>4. Successful inductions           <ul style="list-style-type: none"> <li>• Defining what you want</li> <li>• Process</li> <li>• What works, what doesn't</li> </ul> </li> </ol>       | MR4(5) |

- 5. Making inductions more interesting MR5(5)
  - Making messages stick
  - Involvement and interactivity
  - Creating variety and interest

[Back to top](#)

## 2.5 Understanding people

To get the most from people we need to understand their outlook and motivations. The first session looks at a simple way to read people and begin to classify them by behavioural style. Sessions 2 to 5 look at how to get the most from the individual styles. Session 7 onwards looks at how to use Belbin theory in building and developing teams, be they a permanent team or one assembled for a short-term project.

- 1. Reading people (1) – Identifying MU1(8)
  - Four major behavioural styles
  - Identifying the types
- 2. Reading people – Drivers MU2(8)
  - Understanding and getting on with them
  - How to communicate with this style
- 3. Reading people – Amiables MU3(8)
  - Understanding and getting on with them
  - How to communicate with this style
- 4. Reading people – Analyticals MU4(8)
  - Understanding and getting on with them
  - How to communicate with this style
- 5. Reading people – Expressives MU5(8)
  - Understanding and getting on with them
  - How to communicate with style
- 6. Reading people – managing MU6(8)
  - Managing the four styles
  - Pitfalls to avoid
- 7. Belbin team roles (1) MU7(8)
  - Identifying the types
  - Self test
- 8. Belbin team roles (2) MU8(8)
  - Putting a team together
  - Managing and planning using team roles

[Back to top](#)

### 3 **Category 2: Business and organisational skills**

This category comprises 9 series and 50 sessions. The category is designed to equip people with the knowledge and skill to perform better in any organisation, regardless of level.

1. Customer service
2. Equality & Diversity
3. Finance for Non-Financial Managers
4. Interviewing skills
5. Meetings
6. Problem-Solving
7. Project Management
8. Selling
9. Time Management

[Back to top](#)

#### 3.1 **Customer service**

Today it is easier to switch brands or services and harder to differentiate your offering. Add to this how technology has made word of mouth (or mouse) increasingly powerful and the need for good customer service becomes obvious. These sessions look at simple ways to focus on delivering quality service, handling problems and giving customers a positive, rewarding experience.

- |   |        |
|---|--------|
| <ol style="list-style-type: none"> <li>1. Introduction to customer service               <ul style="list-style-type: none"> <li>• Typical customer experiences</li> <li>• Organisational customer service</li> <li>• A personal approach</li> </ul> </li> </ol>             | BC1(5) |
| <ol style="list-style-type: none"> <li>2. Customer service essentials 1               <ul style="list-style-type: none"> <li>• How to get a customer service mindset</li> <li>• Clarifying communications</li> <li>• Guiding and aiding expectations</li> </ul> </li> </ol> | BC2(5) |
| <ol style="list-style-type: none"> <li>3. Customer service essentials 2               <ul style="list-style-type: none"> <li>• Empathy</li> <li>• Listening skills</li> <li>• The human touch</li> </ul> </li> </ol>  | BC3(5) |
| <ol style="list-style-type: none"> <li>4. Handling difficult customers 1               <ul style="list-style-type: none"> <li>• Mindset - the opportunity</li> <li>• Understanding the issue</li> <li>• Solutions</li> </ul> </li> </ol>                                    | BC4(5) |

- |  |        |
|--|--------|
| 5. Handling difficult customers (20  | BC5(5) |
| <ul style="list-style-type: none"> <li>• Identifying the type</li> <li>• Strategies to handle them</li> <li>• Knowing your limits</li> </ul> |        |

[Back to top](#)

### 3.2 Equality and diversity

Key to getting the most from your people and ensuring you are complying with the law, this vital series gives employees the information they need to know, updates on the law and sources of further information. Sessions focus on understanding and adapting one's outlook and are presented in an uplifting, positive manner.

- |  |        |
|--|--------|
| 1. Understanding discrimination (1)  | BE1(5) |
| <ul style="list-style-type: none"> <li>• Understanding discrimination</li> <li>• Types of discrimination</li> </ul>  |        |
| 2. Understanding discrimination (2)  | BE2(5) |
| <ul style="list-style-type: none"> <li>• What to do, approaches to follow</li> <li>• Managing behaviour</li> <li>• Building your awareness</li> </ul>              |        |
| 3. Understanding harassment and bullying   | BE3(5) |
| <ul style="list-style-type: none"> <li>• What it is</li> <li>• What to do</li> <li>• How the law works</li> </ul>  |        |
| 4. Managing problems and victimisation   | BE4(5) |
| <ul style="list-style-type: none"> <li>• Standard complaints process</li> <li>• How the law works</li> <li>• Victimisation: what it is, how to avoid it</li> </ul> |        |
| 5. Complaints procedures (general)   | BE5(5) |
| <ul style="list-style-type: none"> <li>• Process to follow</li> <li>• Understanding company procedures</li> <li>• What to do – employee / manager</li> </ul>       |        |

[Back to top](#)

### 3.3 Finance for non-financial managers

One of the most confusing and even feared subjects, many avoid finance because they feel they do not understand it. This series demystifies finance and builds a solid base for a confident, better understanding of the subject.

- |                            |        |
|----------------------------|--------|
| 1. Fundamentals of finance | BF1(8) |
|----------------------------|--------|

- Flow of money
- Set up and funding
- Cash-flow
- 2. Deciphering financial terminology BF2(8)
  - Why it is so complicated
  - Main areas you need to focus upon
  - Glossary and explanations
- 3. How to read P&L statements BF3(8)
  - What they are
  - Key measures
  - What to look for
- 4. How to read a Balance Sheet BF4(8)
  - What they tell you
  - Issues
  - How it fits with other measures (P&L, cash-flow)
- 5. How to understand cash-flow BF5(8)
  - Why it is so important
  - Planning for future
  - What you need to focus on
- 6. Net Present Value and project investment BF6(8)
  - Deciding on project investment
  - Net Present Value
  - Internal Rate of Return
- 7. 5 tips to make your Financial Director happy BF7(8)
  - Budgeting
  - Planning and forecasting
  - Cash flow
  - Prudent management
  - Timing and detail
- 8. Presenting finance and numbers BF8(8)
  - Planning what you say
  - Narrative from numbers
  - Managing your audience
  - Layouts and clarity

[Back to top](#)

### 3.4 Interview skills

Often at work you will need to interview for a job – be it for a promotion, new position or even re-interviewing for your own job. Sessions here help you make the most of yourself from writing CVs that really get noticed to maximising your impact at interview.

- 1. Making the most of your CV (1) BI1(6)
  - Understanding your audience

- Your message
  - Layout
2. Making the most of your CV (2) BI2(6)
    - Selling yourself on paper
    - Effective use of wording
    - Getting noticed
  3. Making an impact at interview BI3(6)
    - How you come across
    - Standing out for the right reasons
  4. Handling difficult interview questions BI4(6)
    - Preparation
    - Answering techniques
    - Typical difficult questions – and answers
  5. Winning interview technique BI5(6)
    - ‘Pitching’ techniques
    - Balancing your style (control / response)
  6. Second / final interviews BI6(6)
    - Adapting your style
    - What to say, what to avoid
    - Negotiating

[Back to top](#)

### 3.5 Meetings

This training covers what you need to know to run meetings that are efficient and professional, delivering decisions and actions rather than confusion and vagaries. There are also specific sessions on setting up videoconference meetings and how to get the best from them.

1. Running meetings BM1(7)
  - Objectives
  - Structures and agendas
  - Checklist
2. Make a better impact in meetings BM2(7)
  - Preparing
  - Contributing
  - Getting your point across
3. Chairing meetings BM3(7)
  - Preparation
  - Setting the scene
  - Managing contributions
4. Reaching agreements BM4(7)
  - Decision-making...what usually happens

- Decision-making techniques
  - Managing conflict
5. Minute-taking BM5(7)
    - Responsibilities
    - Before / during / after
    - Detail capture
    - Layout and style
  6. First-time videoconference meetings BM6(7)
    - Set-up
    - Planning
    - Logistics
  7. Running a videoconference meeting BM7(7)
    - Virtual chairing
    - Contributing
    - Maintaining involvement
    - Actions and minuting

[Back to top](#)

### 3.6 Problem-solving

This short series is applicable to many roles and situations. Whether for an individual employee working alone or a manager running a large team, problems need to be addressed in a focused, intelligent way. This series helps to identify the nature of problems and find innovative solutions. There is also help on how to implement solutions.

1. Problem identification BP1(3)
  - The problem behind the problem
  - Effects and consequences
  - Solution strategies
2. Creative thinking BP2(3)
  - Skill-sets
  - Techniques to use
  - Realisation
3. Decision-making BP3(3)
  - Scoping the problem
  - Options
  - Decision-making methodologies
  - Implementation

[Back to top](#)

### 3.7 Project management

This series of 7 sessions is designed to help people who are new to project management, or are working with project managers. Whether working on a project or not, the universally-applicable skills and knowledge will help participants to transfer learning to their own situations.

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Introduction to project management           <ul style="list-style-type: none"> <li>• What a project manager does</li> <li>• Basic principles</li> <li>• What makes a good project manager</li> </ul> </li> <li>2. Project planning           <ul style="list-style-type: none"> <li>• Preparation</li> <li>• Scoping</li> <li>• Estimating</li> </ul> </li> <li>3. Roles and responsibilities           <ul style="list-style-type: none"> <li>• Defining who does what</li> <li>• Scope of work and communication</li> <li>• Ensuring the roles work</li> </ul> </li> <li>4. Understanding and producing RACI matrices           <ul style="list-style-type: none"> <li>• What they are</li> <li>• How they work</li> <li>• When they are useful and when not</li> </ul> </li> <li>5. GANTT charts           <ul style="list-style-type: none"> <li>• How they work</li> <li>• How to put one together</li> <li>• Getting the most from them</li> </ul> </li> <li>6. Delegating work           <ul style="list-style-type: none"> <li>• How to delegate tasks</li> <li>• How to delegate responsibility</li> </ul> </li> <li>7. Monitoring and change           <ul style="list-style-type: none"> <li>• Focusing on people</li> <li>• Monitoring change</li> <li>• Managing scope and negotiating change</li> </ul> </li> </ol> | <p>BP-M1(7)</p> <p>BP-M2(7)</p> <p>BP-M3(7)</p> <p>BP-M4(7)</p> <p>BP-M5(7)</p> <p>BP-M6(7)</p> <p>BP-M7(7)</p> |
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[Back to top](#)

### 3.8 Selling

Most roles require people to sell something – be it an idea, advice, skills or just a way of working. This series looks at different sales techniques from a simple approach to understanding needs through to specific sales techniques for different client / customer situations.

- |   |        |
|---|--------|
| <ol style="list-style-type: none"> <li>1. Introduction to sales           <ul style="list-style-type: none"> <li>• Understanding needs</li> <li>• Features vs benefits</li> <li>• Using the sales funnel</li> </ul> </li> </ol> | BS1(4) |
| <ol style="list-style-type: none"> <li>2. Developing sales           <ul style="list-style-type: none"> <li>• Reading people</li> <li>• Developing conversation</li> <li>• Packaging and closing</li> </ul> </li> </ol>         | BS2(4) |
| <ol style="list-style-type: none"> <li>3. Using the sales cycle           <ul style="list-style-type: none"> <li>• What it is</li> <li>• How to use it</li> <li>• Tips for success</li> </ul> </li> </ol>                       | BS3(4) |
| <ol style="list-style-type: none"> <li>4. Managing clients           <ul style="list-style-type: none"> <li>• Building relationships</li> <li>• Maintaining presence</li> <li>• Consultative selling</li> </ul> </li> </ol>     | BS4(4) |

[Back to top](#)

### 3.9 Time management

As pressures on resources rise, everyone needs to get more from less. These sessions help with organising, estimating and delegating skills. Being only 20 minutes they don't eat into busy schedules, but *do* give useful, practical help.

- |   |        |
|---|--------|
| <ol style="list-style-type: none"> <li>1. Plan your time           <ul style="list-style-type: none"> <li>• Goals, aims, objectives</li> <li>• Prioritising</li> <li>• Planning</li> </ul> </li> </ol>  | BT1(5) |
| <ol style="list-style-type: none"> <li>2. How to stop running out of time           <ul style="list-style-type: none"> <li>• How we estimate and what happens</li> <li>• Narratives and explanations</li> <li>• How to fix the problem</li> </ul> </li> </ol> | BT2(5) |
| <ol style="list-style-type: none"> <li>3. Structuring your work time           <ul style="list-style-type: none"> <li>• Your work patterns</li> <li>• Planning beyond the hour / day</li> <li>• Working to your efficiencies</li> </ul> </li> </ol>           | BT3(5) |

4. Managing time stealers BT4(5)
  - Stopping interruptions
  - Responses to people
  - Testing importance
  
5. Lightening your workload BT5(5)
  - Planning what to delegate
  - Adding value
  - Jobs / tasks vs responsibility / ownership

**[Back to top](#)**

## 4 **Category 3: Communication and interpersonal skills**

The 39 sessions in this category are broken down into 7 series. The knowledge and skills contained can be applied to any organisational situation, both internally and externally and are also easily transferrable between roles.

1. Communicating
2. Influencing and persuading
3. Negotiating
4. People skills
5. Personal impact
6. Presentation skills
7. Writing skills

[\*\*Back to top\*\*](#)

### 4.1 **Communicating**

Vital for all aspects of work, this series helps people improve their knowledge in key areas of communication, increasing skills and confidence. Written communication is covered in the 'Writing Skills' series.

- |  |        |
|--|--------|
| <ol style="list-style-type: none"> <li>1. Effective use of your voice               <ul style="list-style-type: none"> <li>• Creating an image with your voice</li> <li>• Obtaining and sustaining interest</li> <li>• The power of pace, volume and tone</li> </ul> </li> </ol> | CC1(8) |
| <ol style="list-style-type: none"> <li>2. How to come across confidently               <ul style="list-style-type: none"> <li>• What makes confidence</li> <li>• How can you increase it</li> <li>• 5 tips for personal confidence</li> </ul> </li> </ol>                        | CC2(8) |
| <ol style="list-style-type: none"> <li>3. Improving your phone technique               <ul style="list-style-type: none"> <li>• How you come across</li> <li>• Making the aural, visual</li> <li>• Answering the phone</li> <li>• Leaving messages</li> </ul> </li> </ol>        | CC3(8) |
| <ol style="list-style-type: none"> <li>4. Making effective contributions in meetings               <ul style="list-style-type: none"> <li>• Presence and body language</li> <li>• Signposting your speech</li> <li>• Succinct, clear delivery</li> </ul> </li> </ol>             | CC4(8) |
| <ol style="list-style-type: none"> <li>5. How to be more assertive</li> </ol>  | CC5(8) |

- Understanding the problem
  - Right thinking
  - An assertive approach
6. Assertiveness styles CC6(8)
    - Being prepared
    - Assertiveness styles
    - How to use them
  7. Building self-esteem and assertiveness CC7(8)
    - Improving your self esteem
    - Behaving assertively
    - Difficult situations
  8. Being assertive with managers CC8(8)
    - Being assertive with senior people
    - What to do, and how

[Back to top](#)

## 4.2 Influencing and persuading

Often at work people don't have direct control over a situation. To get what is needed, influencing and persuasion skills are required. This series helps with this, ensuring we can bring people round to our way of thinking. The series also handles tough areas such as managing conflict.

1. Techniques for persuading people CI1(4)
  - Understanding thought processes
  - Packaging what you offer
2. Influencing essentials CI2(4)
  - Rational persuasion
  - Inspirational appeal
  - Consultation
3. Influencing people above you CI3(4)
  - Relationship / Process / Data
  - Trade-offs
  - Playing the long-term game
4. Handling conflict CI4(4)
  - Why it happens
  - Asserting yourself
  - Finding solutions

[Back to top](#)

### 4.3 Negotiating

The 6 sessions on Negotiating are designed to help all employees become more effective negotiators – finding suitable solutions for the other party while ensuring that they optimise their own needs. The training offers a practical, methodical approach to negotiating which can be applied to subjects as varied as negotiating large contracts, to getting someone to stay back late to help at work.

1. Negotiating. Before you even start... CN1(6)
  - Knowing your position inside out
  - Researching and understanding the other party
  - Developing a strategy
  
2. How to approach negotiations CN2(6)
  - A simple process for all preparation
  - How to be clear on what to do and say
  
3. Negotiating from a position of weakness CN3(6)
  - Mind over matter – BATNAs
  - Knowing your limits
  - Taking the initiative
  
4. Three types of negotiators CN4(6)
  - Aggressive
  - Detailed
  - Friendly
  
5. Reaching agreement CN5(6)
  - Finding real needs
  - Creativity and solution-finding
  
6. Handling tough negotiators CN6(6)
  - Mindset
  - Strategic approaches
  - Tactical tips

[\*\*Back to top\*\*](#)

### 4.4 People skills

People who know how to work best with other people are always in huge demand. Many of the mystical 'people skills' that these people have can be acquired with knowledge, insight and effort. These sessions help people to develop their people skills via practical theories, ideas and approaches.

1. Questioning techniques CP-S1(4)
  - Questions to get answers
  - Questions to make points
  - Questions for understanding issues

2. Be a better listener CP-S2(4)
  - How we listen / how we respond
  - How we can do better
  - Active listening
  
3. Making people feel good CP-S3(4)
  - Quick ways to read people
  - Building self-esteem in others
  - Using transactional analysis for better results
  
4. Understanding empathy CP-S4(4)
  - What is empathy
  - How can we generate an empathetic approach
  - Developing personal empathy

[Back to top](#)

## 4.5 Personal impact

Some people do not achieve quite the recognition they deserve at work. Often, this is because the impact they create and the confidence they inspire in others do not reflect their true ability. This short series helps people address these issues so they can grow into the 'complete package'.

1. Maximise your impact at work CP-I1(3)
  - How people view us
  - What makes success
  - Using the knowledge to best effect
  
2. How to come across better CP-I2(3)
  - Showing authority
  - Decision-making
  - Making the most of key moments
  
3. Network planning CP-I3(3)
  - Making connections
  - Building allies
  - Planning your exposure

[Back to top](#)

## 4.6 Presentation skills

Two of the biggest fears people have are presenting and public speaking. There are 8 sessions to help with this. From structuring presentations, to managing nerves and speaking to large groups; these sessions will be a great help to anyone, be they new to presenting, or experienced but wanting to hone their skills.

1. Making presentations make sense CP1(8)
  - Why presentations go wrong

- Simple structure
- Making it interesting
- 2. Delivering excellent presentations CP2(8)
  - Creating interaction
  - Identifying and highlighting the main points
  - Making the complicated crystal clear
- 3. Handling questions during presentations CP3(8)
  - Keeping control
  - Response techniques
  - Managing the audience
- 4. Presenting to large groups CP4(8)
  - Speaking to the audience as individuals
  - Managing the technical side
  - 5 things to do, 5 things to avoid
- 5. Using body language when presenting CP5(8)
  - What goes wrong
  - How we can improve it
  - Solutions to typical difficulties
- 6. Tips on using your voice CP6(8)
  - Why voice is so important
  - Exercises and techniques
  - Improving your own voice
- 7. How to manage nerves CP7(8)
  - How we think, and why it makes things hard
  - Easy tricks to improve
  - Changing yourself
- 8. Advanced presentations CP8(8)
  - Presentations that stand out
  - Balancing professional expertise and likeability
  - Using narrative and images to best effect

**[Back to top](#)**

## 4.7 Writing skills

Writing is as much craft as art. The ability to write clearly, whether in an informal email or a formal report, singles out a good communicator from the rest. The advice and guidance in these sessions will help learners to improve their writing skills significantly.

- 1. How to write better CW1(6)
  - Planning
  - Editing
  - Tips and ideas
- 2. Writing persuasively CW2(6)

- Structure and approach
  - Engaging the reader
  - Persuasion tips
3. Improve your grammar CW3(6)
- General rules
  - Accepted styles
  - Pitfalls
4. Punctuation and style CW4(6)
- Rules, tips and practicalities
  - Guidelines and best practice
5. Report writing CW5(6)
- Planning
  - Structure
  - Content
6. Making your work more readable CW6(6)
- Quantity vs quality
  - Using words that work
  - Standing out from the rest

[\*\*Back to top\*\*](#)

## 5 Further information

At LiveTime Learning we continually add to and improve our offering, so contact us for latest developments.

We are also happy to discuss sessions you would like us to develop.

For more details and latest news call us on +44 +(0)1273 827676 or email [enquiries@livelimelearning.co.uk](mailto:enquiries@livelimelearning.co.uk)

**[Back to top](#)**

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