

Rowan Consultancy Staff Development Services

Established in 1997, Rowan Consultancy is one of Scotland's most successful personal and organisational development specialists.

Rowan has provided learning opportunities to hundreds of participants in the commercial, statutory and voluntary sectors for over a decade. We are an ILM Approved Centre We offer the following topics and can also tailor-make programmes to suit your requirements.

1. Leadership courses

1.1	Conflict management	1.9	MM1: Styles & Influencing (ILM)
1.2	Creating Effective Relationships	1.10	MM2: Leadership (ILM)
1.3	Customer Service	1.11	MM3: Vision and Strategy (ILM)
1.4	Effective Meetings	1.12	Management Today (ILM)
1.5	Influencing Skills	1.13	Performance Management
1.6	Organisational Change	1.14	Team building
1.7	Manager as Coach (ILM)	1.15	Certificate in Coaching (ILM)
1.8	Mediation Skills		

2. General courses

2.1	Assertiveness	2.11	Emotional Intelligence
2.2	Bereavement Awareness	2.12	First Line Customer Service
2.3	Coaching Skills Introduction	2.13	Positive Psychology
2.4	Creating Effective Relationships	2.14	Building Resilience
2.5	Creative Problem Solving	2.15	Time Management
2.6	Child Development	2.16	Valuing Diversity
2.7	Coping with Change	2.17	Working Under Pressure
2.8	Handling Difficult Conversations	2.18	Working with Anger
2.9	Effective Listening	2.19	Work-life balance
2.10	Effective Communication	2.20	Certificate in Counselling Skills

3. Manager development

- 3.1 360 degree feedback
- 3.2 Action Learning Sets
- 3.3 Facilitation
- 3.4 Executive coaching programmes

To discuss how Rowan Consultancy can help your people develop, please contact Rachel Weiss, Senior Partner (rachel.weiss@rowan-consultancy.co.uk).

Staff Development Services

1. Leadership courses

1.1 Conflict Management

- ◆ Spot potential conflict, bring disagreements into the open and help de-escalate
- ◆ Handle tense situation with diplomacy and tact
- ◆ Encourage debate and open discussion

1.2 Creating effective relationships

- ◆ Explore the importance of effective relationships e.g. with colleagues, customers and other stakeholders
- ◆ Recognise why and how relationships break down
- ◆ Provide techniques for building and maintaining rapport

1.3 Customer Service

- ◆ Learn why customer service is important
- ◆ Develop emotion centred customer service
- ◆ Understand the role of managers and leaders in customer service
- ◆ Explore skills for internal and external customer service

1.4 Effective Meetings

- ◆ Share good practice in chairing and participating in meetings
- ◆ Learn time-saving tips for running meetings
- ◆ Ensure that your meetings have clear objectives, which are achieved

1.5 Influencing Skills

- ◆ Understand influencing skills using Neuro Linguistic Programming (NLP)
- ◆ Know how to overcome personal barriers to successful influencing
- ◆ Practice 2 techniques for understanding and influencing people

1.6 Organisational Change

- ◆ Understand the impact of change in organisations
- ◆ Increase awareness of the importance and role of communication in implementing change
- ◆ Be familiar with Kotter's model for organisation change

1.7 Manager as Coach (ILM)

- ◆ Gained skills to empower others to come up with their own solutions
- ◆ Practiced effective listening and See-Hear-Speak model
- ◆ Be able to use the Skill-Will matrix to coach staff
- ◆ Be familiar with TGROW coaching model

1.8 Mediation skills

- ◆ Understand the positive and negative aspects of conflict
- ◆ Why conflict occurs and how to manage it
- ◆ Develop your mediation skills, identifying the underlying issues to help disputants find win-win solutions

1.9 Middle Management 1: Styles and Influencing (ILM)

- ◆ Know your dominant Hays management style and how to adapt
- ◆ Make an impact in meetings
- ◆ Develop your influencing skills

1.10 Middle Management 2: Leadership (ILM)

- ◆ Understand the difference between leadership and management
- ◆ Know strategies for implementing unpopular change
- ◆ Plan how to develop your people/team

1.11 Middle Management 3: Vision and Strategy (ILM)

- ◆ Learn how to harness the power of clear objectives to meet the department's strategy and help your team prioritise
- ◆ Link Vision – Goals – Objectives - Targets
- ◆ Understand how to plan strategically – being with the end in mind!
- ◆ Blanchard's one minute manager : goals, praise ,reprimands
- ◆ Plan- Do – Monitor - Review cycle

1.12 Management Today (ILM)

- ◆ Differences between being a colleague and being a manager
- ◆ Practice giving clear feedback to your team
- ◆ Benefits of situational leadership and contingency management style
- ◆ Know how and when to delegate

1.13 Performance Management

- ◆ Understand the importance of managing performance and how to deliver Key Performance Indicators(KPI)
- ◆ Gain insight into the principles of performance management through developing a co-active flexible style.
- ◆ Develop coaching skills to deliver performance management

1.14 Team Building

- ◆ Familiarity with Belbin team roles and the need for a variety of roles
- ◆ Knowledge of Tuckman's stages of team development

1.15 Certificate in Coaching Skills (ILM Level 3 or Level 5)

These ILM Coaching qualifications teach managers coaching skills and knowledge. There are written and practical assignments to complete.

2. General courses

2.1 Assertiveness

- ◆ Identify aggressive, assertive and passive behaviours
- ◆ Practise assertiveness techniques
- ◆ Find an appropriate and effective communication style for you

2.2 Bereavement Awareness

- ◆ The stages of grief
- ◆ What helps and how to help
- ◆ Supporting and referring on

2.3 Coaching Skills Introduction

- ◆ Practice effective listening skills and See-Hear-Speak
- ◆ Use the TGROW coaching model

2.4 Creating Effective Relationships

- ◆ Gain techniques to build and maintain rapport
- ◆ Recognise why and how relationships breakdown
- ◆ Practice in engaging, influencing and motivating others

2.5 Creative Problem Solving

- ◆ Learn the value of divergent and convergent thinking
- ◆ Become familiar with a model for Creative Problem solving
- ◆ Develop your natural creativity
- ◆ Promote lateral thinking – right brain rather than left brain

2.6 Child Development

- ◆ An understanding of psychological development in children
- ◆ Strategies on how to improve your relationship with pupils/clients
- ◆ The "Games" children play, which may impact negatively on you
- ◆ Examine factors which underpin children's behaviour to teachers and other authority figures

2.7 Coping with Change

- ◆ Knowledge and skills to ease the impact of change on yourself and your colleagues
- ◆ Increased confidence in facing change
- ◆ Be able to recognise and appreciate responses to workplace change in self and colleagues
- ◆ Practical strategies to increase your resilience to change

2.8 Handling Difficult Conversations

- ◆ Understand what makes some conversations difficult for you
- ◆ Learn and practice how to structure a difficult conversation
- ◆ Be familiar with the 9 common mistakes in conversations

2.9 Effective Listening

- ◆ Listening skills and non-verbal communication
- ◆ Reflecting feelings and paraphrasing
- ◆ How to convey you've understood the other

2.10 Effective Communication

- ◆ Know how to communicate effectively verbally and via email
- ◆ Be familiar with the Emotional Piggy Bank model for communication and working relationships
- ◆ Know the three ways to make your message influence people

2.11 Emotional Intelligence

- ◆ Apply Daniel Golemans' theory of emotional intelligence to your workplace
- ◆ Recognise the impact of emotions in the workplace, in yourself and others
- ◆ Practice techniques to harness and channel emotions

2.12 First Line Customer Service

- ◆ Identify and enhance your customer service skills
- ◆ Help you understand your customers' needs
- ◆ Support you in dealing with compliments and complaints

2.13 Positive Psychology

- ◆ An overview of the science of happiness
- ◆ Grasp the research findings on a flourishing and fulfilling life
- ◆ Apply these findings in the workplace and in your personal life

2.14 Resilience

- ◆ Understand how to bounce back faster from adversity
- ◆ Know how to create a resilience-promoting environment in your team
- ◆ Practice techniques to build your resilience

2.15 Time Management

- ◆ Planning, prioritising and why we procrastinate
- ◆ Differentiate between the important and the urgent
- ◆ Identifying your goals and how to achieve them

2.16 Valuing Diversity

Everyone has to work with diversity. The challenge is to turn the differences between people to advantage.

- ◆ Appreciate the benefits of diversity
- ◆ Use differences to get better results and greater harmony

2.17 Working under Pressure

- ◆ Differentiate between pressure and stress
- ◆ Learn and practice some techniques to work well under pressure

2.18 Working with Anger

- ◆ Practice skills to defuse a charged situation
- ◆ Gain knowledge and techniques for working with angry people

2.19 Work-life balance

- ◆ Use creative methods to review your balance of work, rest and play
- ◆ Take time and space to reflect on changes you'd like to make
- ◆ Promote a holistic view of your own wellbeing, incorporating physical, emotional, mental and spiritual aspects

2.20 Rowan Certificate in Counselling Skills

- ◆ Four modules, awarded 40 SCQF points at Level 8, validated by COSCA and Edinburgh Napier University
- ◆ Develop your listening skills to support others

3. Leadership development

3.1 360 degree feedback

Rowan can collect, collate and present 360 feedback to your managers and help them turn the feedback into specific plans of action for improvement.

3.2 Action Learning Sets

Action learning is an approach to problem solving and learning in groups to bring about change in individuals, teams, organisations and systems. Through action learning people develop themselves and build the relationships that help any system to improve its existing operations and to innovate for the future.

Bringing a committed group together on a regular basis to share ongoing issues and receive support and challenge from one another brings many benefits. It develops:

- Problem-solving skills
- Resourcefulness
- Coaching skills
- Sharing of good practice

3.3 Facilitation

Rowan's experienced facilitators can help your team

- ♦ explore their group dynamics to improve how they function as a team by using experiential learning.
- ♦ agree common goals and the way forward: setting vision and planning strategically
- ♦ use Insights profiles to understand one another better and work together better

3.3 Executive coaching programmes

For senior leaders the most cost-efficient method of development is often a series of tailored coaching sessions. The Rowan coach will help them identify their goals for development, identify how improvement will be measured and identify key stakeholders to ask for feedback, if wished. The coach and client work in partnership with the coach asking powerful questions to provoke deeper thinking and mutually agreed action points to be implemented between sessions. We offer Bronze, Silver and Gold coaching packages:

- **Bronze package:** a programme of 4 coaching sessions, where the employee agrees their own goal with their coach. There is no involvement from the line manager and no reporting back to the organisation.
- **Silver package:** a programme of 6 coaching session, which include the line manager agreeing the goals for coaching with the coachee and the coach and joining them for a review session to measure progress towards those goals. This package gives added value for money, since the line manager shares responsibility for goal-setting and supporting the employee and the employee is accountable to their line manager as

well as to the coach. The organisation receives feedback from the line manager and can measure the results of coaching more clearly.

- **Gold package:** for a programme of up to 12 coaching session in a year, with consultation available between sessions. This includes feedback from colleagues and is designed for senior executives.

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