

Rowan Consultancy Staff Development Services

Established in 1997, Rowan Consultancy is one of Scotland's most successful personal and organisational development specialists. We are a team of trainers, coaches and counsellors with experience in a variety of fields including education, management and caring professions.

Rowan has provided learning opportunities to hundreds of participants in the commercial, statutory and voluntary sectors for over a decade. Our certificates in coaching and counselling skills are credit-rated by Edinburgh Napier University. We offer the following topics and can also tailor-make programmes to suit your requirements.

1. Leadership courses

1.1	Conflict management	1.7	Moving into Management
1.2	Creating Effective Relationships	1.8	Performance Management
1.3	Effective Meetings	1.9	Situational Leadership
1.4	Influencing Skills	1.10	Strategic Leadership
1.5	Managing Organisational Change	1.11	The One-Minute Manager
1.6	Mediation Skills	1.12	Rowan Certificate in Coaching Skills

2. General courses

2.1	Assertiveness and Communication	2.9	First Line Customer Service
2.2	Bereavement Awareness	2.10	Positive Psychology
2.3	Creative Problem Solving	2.11	Time Management
2.4	Child Development	2.12	Valuing Diversity
2.5	Coping with Change	2.13	Working Under Pressure
2.6	Dealing with Difficult People	2.14	Working with Anger
2.7	Effective Listening	2.15	Work-life balance
2.8	Emotional Intelligence	2.16	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 : Learning Outcomes

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 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 understood by participants and achieved
- ♦ Decide whether a meeting is needed or not

1.4 Influencing Skills

- ♦ Understand the key skills of influencing using Neuro Linguistic Programming (NLP) concepts
- ♦ Gain insight into personal barriers to successful influencing and how to overcome these
- ♦ Practice new influencing skills and receive feedback

1.5 Managing Organisational Change

- ♦ Understand the impact of change in organisations and the challenges this may bring
- ♦ Increase awareness of the importance and role of communication in implementing change
- ♦ Consider how to approach implementing enforced or unpopular changes effectively

1.6 Mediation skills

- ♦ Conflict: the positive and negatives
- ♦ Why conflict occurs and how to manage it
- ♦ Develop your mediation skills, identifying the underlying issues to help disputants find win-win solutions
- ♦ Learn communication skills and techniques to help resolve conflicts and interpersonal disputes effectively

1.7 Moving into Management

- ♦ Differences between being a colleague and being a manager
- ♦ Explains how to give clear feedback to your team
- ♦ Benefits of situational leadership and contingency management style

1.8 Performance Management

- ♦ Develop an understanding of the importance of managing performance and how to deliver Key Performance Indicators
- ♦ Gain insight into the principles of performance management through developing a co-active flexible style.
- ♦ Develop coaching skills to deliver performance management

1.9 Situational Leadership

- ♦ Insight into Situational Leadership II, the Blanchard model and its benefits
- ♦ Understanding the flexibility required to apply leadership models to support and raise performance
- ♦ Apply principles of Situational Leadership to support individual development levels

1.10 Strategic Leadership

- ♦ Learn what strategic leadership is
- ♦ How to develop your abilities as a leader
- ♦ Developing a vision, identifying core values, fostering an informal team, communicating your vision, translating it into goals and objectives, following through

1.11 The One Minute Manager

- ♦ set one-minute goals
- ♦ give one-minute praise
- ♦ deliver one-minute reprimands.

Based on Ken Blanchard's Book "The One Minute Manager". A useful introduction or refresher on getting the most from your people.

1.12 Rowan Certificate in Coaching Skills

This course has been awarded 5 credits at SCQF Level 9 by Edinburgh Napier University. 2 training days are consolidated by 3 individual coaching sessions and a final half-day group session. Assessment is by a written assignment and demonstrate practical coaching skills. The course aims are to:

- ♦ Introduce coaching skills and models to enable participants to better support and develop their role at work and engender a coaching culture in their organisation.
- ♦ Raise awareness of key benefits and opportunities that coaching skills offer in the workplace

2. General courses

2.1 Assertiveness and Communication Skills

- ◆ Identify aggressive, assertive and passive behaviours
- ◆ Practise assertiveness techniques
- ◆ Learn about common communication patterns between people
- ◆ 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 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

2.4 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

2.5 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

2.6 Dealing with Difficult People

- ◆ Understand what motivates difficult behaviours in colleagues, customers and clients
- ◆ illustrate how we can all be experienced as difficult
- ◆ learn and practice techniques for dealing with difficult behaviours in adults
- ◆ identify unhelpful patterns of interaction

2.7 Effective Listening

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

2.8 Emotional Intelligence

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

2.9 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

2.10 Positive Psychology

- ♦ An overview of the science of happiness, based on Harvard's Positive Psychology course
- ♦ Grasp the research findings on a flourishing and fulfilling life
- ♦ Apply these findings in the workplace and in your personal life

2.11 Time Management

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

2.12 Valuing Diversity

Everyone has to deal 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
- ♦ Identify the key actions that will help you make a difference

2.13 Working under Pressure

- ♦ Differentiate between pressure and stress
- ♦ Learn and practice some techniques to work well under pressure
- ♦ HSE standards on stress at work

2.14 Working with Anger

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

2.15 Work-life balance

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

2.16 Rowan Certificate in Counselling Skills

- ♦ Four modules, awarded 40 SCQF points at Level 7
- ♦ Develop your listening skills to support others
- ♦ Validated by COSCA, www.cosca.org.uk
- ♦ Included theory, skills, personal development and ethics

3. Manager 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

3.3 Executive coaching programmes

For senior managers 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.

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