

BRE Academy: Leadership and Management Courses

Essential skills for increasing effectiveness in the work environment

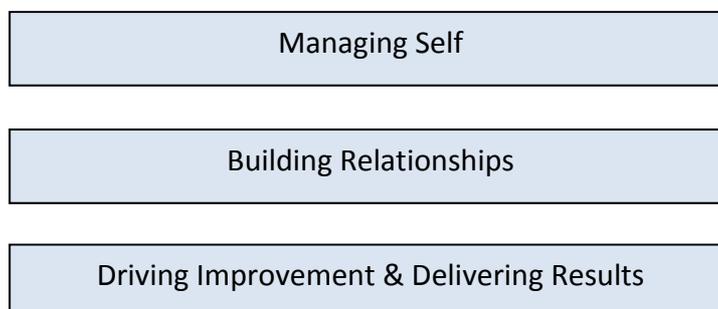
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BRE Academy: Dedicated to delivering world class training and education programmes

Our Leadership and Management courses are grouped into 3 core areas



Sessions are held in your office and modules can be combined to create bespoke courses, unique to your organisation, to meet the specific needs and challenges faced by the group. Modules include...

Managing Self

Being The Best You Can
Believe Yourself Assertive
Presentation Skills

Building Relationships

Managing the Difficult Conversation	Creative Conflict Management
Thinking Inside Out: A Creativity Workshop	Increase Your Impact in Meetings
Harnessing the Talent of Team	

Driving Improvement & Delivering Results

Leading People Through Change	The Art of Negotiation
Influencing Without Authority	Just Do It: Problem Solving Through Risk Taking
Managing Performance Effectively	

Being the Best You Can: Maximise Your Personal Effectiveness

Whichever way you look at it, performance is what separates the best from the rest. In organisational life the effects of poor performance can be vast; contracts that should have been won are lost, talented staff look elsewhere to release their skills, avoidable errors happen again and again, and we lose personal confidence rather than feel in control of our destiny.

The good news is that life doesn't have to be like that. This workshop introduces tools and techniques drawn from sports psychology to help you raise your game as a top performer.

Course Description

This workshop will enable you to

- Use powerful techniques to deliver positive messages that others believe in
- Discover how proven sport psychology techniques will help you to meet challenges and excel in business
- Sharpen your mental skills and unleash your full potential at work
- Overcome obstacles and stay focused on the prize
- Use new techniques in maximising your personal effectiveness
- Discover how the mind uses barrier-braking images to achieve performance breakthrough
- Create a positive and impactful first impression
- Use tone of voice and pace to deliver a positive message
- Tap into your inner beliefs to increase your personal effectiveness

Modules include

- Keep the fun of playing in mind: how to avoid the negative consequences that run alongside being over motivated and too aggressive
- It's fast out there but inside I'm calm: how to think outward, not inwards. How to think ahead, not back.
- Our sub conscious prevents us from performing at our best: how to get rid of the blocks and mental barriers that keep us prisoner in a performance cage
- Making positive thoughts and feelings automatic: how to give the brain new positive mental programs
- Always change a winning team: how to make changes without exposing the team to a revolution

Learning Outcomes

By the end of the workshop you will:

- Know your own triggers to making an impact first time in every situation
- Know how to command space and be heard
- Be able to use the best techniques in positive thinking from the world of sports people and sports psychology as applied to everyday business life
- Know how to stay focused and aligned and not easily swayed from your goals

Full details available at: <https://bre.ac/course/best-can-maximise-personal-effectiveness/>

Believe Yourself Assertive

A highly practical course during which you will have opportunities to experience and practice assertive behaviours and have an engaging time working on case examples of 'difficult' people you have to deal with. The main learning vehicle for this will be exercises which reflect real life situations and the day-to-day interpersonal issues faced in the workplace.

Course Description

This course starts by defining assertiveness and learning how to distinguish between aggressive and submissive behaviour. Delegates learn the essential skills of assertiveness and are given the opportunity to practice them in a variety of practical situations. By the end of the course you will recognise when to use these skills to achieve optimum results in every interpersonal transaction.

This workshop will enable you to

- Know your own personal power and how to set your mind to it
- Build inner strength and confidence to assert what you want from others
- Differentiate assertive versus aggressive or submissive behavior
- Learn a range of practical assertiveness techniques
- Apply these techniques to difficult areas of interpersonal communication
- Understand the benefits of assertive behaviour and be more assertive at work
- Learn not to fear aggressive people but know how to respond to them creatively

Learning Outcomes

By the end of the workshop you will:

- Define assertiveness: benefits of being assertive, and being assertive in the right situations
- Understand the difference between submissive, aggressive and assertive behaviour
- Know the Six Elements of Assertiveness
- Understand barriers to assertiveness
- Recognise and deal with anxiety and feelings of guilt
- Know assertiveness techniques
- Know persuasion skills and dealing with criticism
- Understand the scripts that can help you resolve difficult situations

Full details available at: <https://bre.ac/course/believe-yourself-assertive/>

Presentation Skills

You will have great fun experimenting with 'close to the edge' presentations prior to finding your most favoured presentation style. You will prepare, practice and receive feedback on a series of short presentations. Practical sessions are reinforced by short tutor-led inputs, supported by a full set of handouts.

Course Description

This course is designed to help you capture your audience and keep them involved in as dynamic a way as possible, which feels comfortable for you.

Modules include

- Organising thoughts and ideas: what makes for potent presentations?
- Presentation, structure and essential content
- Voice projection and control
- Overcoming nerves and increasing confidence
- Understanding body language and using it to your advantage
- Handling disruptions and using them as opportunities
- Overcoming objections and controlling questions from the audience
- Preparing and using different mediums for maximum effect

Learning Outcomes

By the end of the workshop you will have:

- Learnt the skills, both verbal and non-verbal, to capture and maintain the audience's interest
- Structured a presentation clearly and logically to take account of different kinds of audience
- Developed voice projection and control
- Selected and used different mediums to gain maximum impact
- Handled questions and objections with confidence
- Learnt how to manage the 'space' and manage the expectations of your audience

Full details available at: <https://bre.ac/course/presentation-skills/>

Managing the Difficult Conversation

Open and honest two-way communication is a key skill that enhances communications, performance and engagement amongst your colleagues and peers. This workshop is designed to help you hold effective conversations about people's development and how to provide stretch opportunities. The workshop will also focus on performance conversations; the ones that can make a difference to the performance of colleagues who are under-performing, and help them become high performers.

Course Description

This workshop is designed to help you deliver outcome driven two-way conversations. Real conversations are a way of improving performance and engagement quickly and effortlessly. As a leader in the business, this workshop will help you set the tone and culture for real conversations.

Modules include

- Why have real conversations? You will understand the business benefits of having them and the link between good conversations and improved performance
- What does a good conversation look like? How to structure and drive a great conversation
- What stops us tackling difficult conversations? What are the blockers to tackling the difficult conversation? And practical tips on how to overcome them
- Skills practice: the opportunity to practice the skills of two-way conversations and achieve productive outcomes

Learning Outcomes

By the end of the workshop you will:

- Feel competent in taking the lead in demonstrating real, open two-way conversations
- Have the skills and confidence to encourage a culture of two-way conversations, as well as manage them to get the outcomes you require
- Know how and when to start a performance-related conversation
- Know how to hold positive developmental conversations that lead to improved skills

Full details available at: <https://bre.ac/course/managing-difficult-conversation/>

Creative Conflict Management

Designed to help delegates deal with conflict arising from the nature of today's fast moving and results-focused organisations, where staff are driven towards immediate responses and results. The workshop is also ideal for participants who manage a team where conflict has arisen and who want to turn that conflict into a positive energy working towards improved performance.

Course Description

Moving at speed to make things happen can lead to disagreement, or even conflict. Are you pushing too hard? Is the other person being too slow to adapt? You will develop the skills to learn how to pull people towards you and overcome disagreements.

This workshop will enable you to

- Clearly understand conflict situations which cause particular difficulty and analyse the causes of such difficulty
- Consider the potential barriers that prevent people from dealing effectively with conflict and work on overcoming them
- Develop and practice key skills of managing conflict
- Develop appropriate strategies and behaviours for dealing with a range of potential conflict situations

Modules include

- Repairing poor working relationships and overcoming personality clashes
- Approaches to resolving conflict
- Techniques for pre-empting, managing and resolving conflict
- Overcoming individual barriers to resolving conflict
- Developing long term strategies for conflict resolution
- Put yourself in the other persons position

Learning Outcomes

By the end of the workshop you will:

- Be clear how to overcome differences and draw people towards you
- Understand what is motivating the other person's resistance to your challenge and view and know how to accommodate their difference of position

Full details available at: <https://bre.ac/course/creative-conflict-management/>

Thinking Inside Out: A Creativity Workshop

One of our defining features, and the thing that keeps us ahead of the competition, is innovation. Without continually innovating, which in turn means releasing the creativity and talent of our team, we will not be able to keep ahead of the game. Ideas can be fragile; it is easy to dismiss ideas that are just forming and in so doing lose our next innovation. This workshop will help you release your own creativity and those of your team, and learn how to tap into people's creativity so that emerging ideas are not crushed at the first turn.

Course Description

To inspire and develop the imagination of yourself and your team is a wonderful attribute. Encouraging innovation in problem solving brings added value and inspires a can do feeling amongst those involved. The workshop combines the research evidence on creativity in business with practical creativity exercises and techniques to help release individual and team creativity.

This workshop will enable you to

- Understand how to create the conditions needed for creative thinking
- Learn a range of processes and interventions to enhance creativity among your team
- Identify the triggers that can release creativity, as well as inhibit it
- Have the opportunity to test and apply a range of innovation and creativity techniques

Modules include

- Develop your imagination: practical exercises to expand your mind
- The creative process: what creativity is/isn't, and debunking unhelpful myths
- Getting ideas: tips and techniques to develop individual creativity
- My creative blocks: diagnostic session to identify and overcome blocks to creativity
- Group creativity: brainstorming done right. Practical techniques for getting ideas out of groups
- Using absurdity/intrigue: a technique for breaking out of conventional thinking processes and selecting ideas that are genuinely new
- Putting it into practice: practical sessions using the techniques presented to generate real ideas for real business applications

Learning Outcomes

By the end of the workshop you will have:

- Experienced a range of creativity techniques, from the absurd to the outrageous, that encourage you to use the creative parts of your mind
- Gained direct experience of trialing different methods of releasing creativity and applying them to real situations
- Have your handpicked portfolio of creativity techniques to try when you return to work

Full details available at: <https://bre.ac/course/thinking-inside-creativity-workshop/>

Increase Your Impact in Meetings

Why do some people seem so confident and impactful when you meet them? Find out how you can become a more confident person who operates assertively and with presence. Know how to utilise your natural skills through authenticity – the ability to both be yourself but also act with clarity and pace so that others sit up and listen.

Course Description

Greater self-awareness is the first step to asserting yourself, making your voice heard and making an impact. This workshop helps you to tap into the power of yourself and your potential. It will enable you to act with clarity, pace and enthusiasm without compromising your natural style or ways of working.

This workshop will enable you to

- Get insight into how you relate to and work with others
- Learn to improve your impact which may include:
 - Creating a positive first impression
 - The impact of your body language
 - How the tone and pace of your voice can deliver a positive message
 - How your management style may be perceived by your team
 - The action you can take to increase your impact as a manager
- Devise a plan to improve your personal effectiveness and commit to it

Modules include

- Know how to make an impact immediately
- How to banish the things that stop you being impactful
- Make an impact in 30 seconds: knowing how to do it without saying a word
- Using non-verbal skills to get you what you want
- Managing yourself assertively especially with dominant characters

Learning Outcomes

By the end of the workshop you will:

- Have enhanced your personal impact
- Be able to apply the tools and techniques to your work and personal situations
- Make an impact in meetings or presentations
- Assert your views in busy or noisy meetings
- Draw out others who are non-assertive
- Get poor listeners to sit up and listen

Full details available at: <https://bre.ac/course/increase-impact-meetings/>

Harnessing the Talent of the Team

Why is it that some people seem able to drop into a team and get on with it, and others seem to be difficult or not wanting to play by your rules? Is it personality mis-match or is it something else? In this workshop you will learn how to identify and play to the strengths of different personalities to make for a cohesive can do team mentality. You will explore the different types that make up a team and how to tap into the different strengths that each team member brings.

Course Description

Learn an array of engaging techniques to improve your skills in leading and managing teams effectively and harnessing the talent within. The workshop focuses on tapping into the talent you have in the team and the latest techniques for creating high performance in your team.

This workshop will enable you to

- Learn a range of processes and interventions you can use yourself and with your team to enhance team effectiveness
- Be introduced to a range of simple 'hints and tips' that will immediately change the mood in your team
- Know the levers that can release team potential, as well as inhibit it
- Have had the opportunity to test and apply a range of techniques to build an effective team
- Understand the dynamics of teams and the 'triggers' which can lead to high performance, as well as low performance
- Learn how to help your team overcome obstacles effectively

Modules include

- Understanding Teams
 - How they work and how they develop
 - Common team problems
- You and Your Team
 - Team roles and contributions
 - Leadership styles for different situations in teams
 - Delegation and motivation within the team
- Improving Team Performance
 - Identifying and using team resources
 - Problem solving and decision making in teams
 - Overcoming obstacles to success
- Practical Action Planning
 - Approaches to developing your team
 - Implementing and monitoring performance

Learning Outcomes

By the end of the workshop you will:

- Have experienced the benefit of effective team working through practical exercises
- Know how to 'spot' the various talents in your team and play to strengths
- Know how to make appropriate interventions with different personalities in the team that will focus & engage them

Full details available at: <https://bre.ac/course/harnessing-talent-team/>

Leading People Through Change: Managing Change and Ambiguity

Change is the only constant. In the fast paced work environment, those who succeed are the ones who can adapt quickly, make decisions at a faster pace (often with little or no direction) and keep their teams on board at the same time. This is no easy task when you yourself might be challenged by some of the choices being thrown at you. In this workshop you will learn how to adapt to changing circumstances quickly, make good judgement calls and take action. You will also learn how to change direction and re-cast the goal and still keep your colleagues on board.

Course Description

You will learn how to keep ahead when direction changes and take your team with you, the dynamics of why some people resist change and how to turn them around. This workshop is about getting you ahead of change; not waiting for change to be foisted upon you. It will help you recognise your own personal struggles with change and how to keep positive even when you feel unsure.

This workshop will enable you to

- Learn how to manage a situation with unclear goals or ambiguous directives
- Know the triggers that will help get buy in to change
- Identify, position and articulate the benefits and rewards of change
- Know how to position adaptable people in key hot spots to ensure change is embedded
- Manage ambiguity and the tensions that ambiguous situations can surface in people
- Fully understand the unavoidable human response to change and the potential emotions it will generate
- Manage negative feelings and emotions in yourself and in those you lead
- Feel more in control when under emotional pressure or personal attack

Modules

- Practical strategies and tactics for managing teams through constant change
- Tools for keeping people motivated without the traditional levers of future tangible rewards
- How to work within your spheres of influence
- How to motivate and engage direct reports when the future is not always clear
- Learn the principles of change leadership from the exploits of Shackleton
- The power of optimism in helping you keep a positive frame of mind when leading others through change

Learning Outcomes

By the end of the workshop you will be:

- Clear about how to present, communicate and manage change in a positive and optimistic way
- Confident in making decisions quickly when you don't have all the data
- Aware of the emotional states that direct reports go through when faced with uncertainty and ambiguity, plus how to support and lead them through change
- Competent in being able to change direction mid-stream and keep your team engaged
- Understand the difference between change and transition and your role in the communications chain

Full details available at: <https://bre.ac/course/leading-people-change-workshop/>

Influencing Without Authority

Learn how to be able to influence and impact colleagues across differing parts of the business. One of the frustrations of any organisation is having to get things done in partnership with others; wouldn't it be simpler if we could just do it all ourselves? Life is not like that. We often need to work across organisational boundaries to get results and gain competitive advantage. The key is to be able to build good relationships, understand the challenges other departments might face and be able to influence when we don't have formal power.

Course Description

The ability to work with and influence your peers is paramount and requires a particular skill set. The extent to which we can persuade others to listen to and take notice of our ideas and act on our decisions is often dependent on our ability to influence a wide range of people in the business. This workshop will help participants develop powerful techniques to ensure ideas are put across in a dynamic and winning way.

This workshop will enable you to

- Understand and apply the principles of effective influencing across boundaries
- Acquire and practice a range of skills and techniques to improve your ability to influence informally in a variety of settings
- Understand the dynamics of matrix working and its impact on your style
- Learn how to build partnerships and networks with key influencers by tapping into their business drivers and requirements

Modules

- What is influencing? The difference between influencing and negotiating
- What do others want? Identifying their values and beliefs, different influencing positions and knowing how to draw people towards you
- Techniques for recognising others styles and adapting your own for different meetings, working in their circle of influence, and the importance of a pull rather than push style of influence
- Having a range of options to deal with resistance and conflict in situations where you are an equal
- Develop understanding, creating choices and creating alliances
- Getting the best out of cross-functional teams

Learning Outcomes

By the end of the workshop you will:

- Have the opportunity to practice the skills for effective influencing through case studies and role plays, and receive structured and useful feedback on your style
- Understand the difference between a hierarchical and matrix organisation and be introduced to some practical tools to use to create successful alliances and partnerships across the business
- Be able to apply sound principles when working in cross-functional teams

Full details available at: <https://bre.ac/course/influencing-without-authority/>

The Art of Negotiation

The extent to which we can persuade others to listen to our ideas, take notice of them and act on our decisions is often dependent on our ability to influence a wide range of people in the business. This course will help participants develop powerful techniques to ensure ideas are put across in a dynamic and winning way in both formal and informal negotiating situations.

Course Description

Getting to the position where both parties feel they have something to gain is a key skill. Knowing how to overcome objections, sell the benefits and engage both internal and external customers is the key focus of this workshop.

This workshop will enable you to

- Understand and apply the principles of effective influencing and negotiating
- Acquire and practice a range of skills and techniques to improve your ability to influence and negotiate with others, both formally and informally
- Be able to apply these skills to a specific situation in the workplace
- Know how to identify the motivators in others so that you have positive benefits and pay offs

Modules

- What is influencing? The difference between influencing and negotiating. The skills and qualities of an effective influencer/negotiator
- What do others want? Identifying their values and beliefs, and identifying different negotiating positions
- The importance of a pull rather than push style of influence
- Handling resistance. Having a range of options to deal with resistance
- Developing understanding, creating choices and creating alliances

Learning Outcomes

By the end of the workshop you will:

- Understand push and pull styles and how they impact win-win outcomes
- Know how to put yourself in the other persons place so you can understand what motivates and engages them
- Learn how to 'position' benefits so you can engage others and create win-win scenarios

Full details available at: <https://bre.ac/course/the-art-of-negotiation/>

Managing Performance Effectively

The challenge for leaders is recognising that there is a direct link between how they manage as a leader and the impact on productivity. Some leaders think that it does not matter what your style is as long as you get results; however the research is clear and unequivocal – the leader's way of operating directly impacts employee job satisfaction, which in turn impacts customer satisfaction and profit. This workshop will show you the connections and help you deliver the top line more effectively.

Course Description

Investing time in developing your direct reports is sometimes seen as tangential to getting the job done. This workshop will look at the link between investing in people and its impact on the bottom line. Quite simply the research evidence is compelling: engaged employees are more productive and help improve business results.

This workshop will enable you to

- Learn the simple rules for building a high performance workplace
- Know all about performance drivers and performance killers and their impact on productivity
- Understand the business case for investing in people's development
- Understand the connection between what you do as a manager and how it affects the bottom line
- Know the leadership behaviours that ensure engagement and motivation amongst your direct reports

Modules

- Compelling research data that links employee development with improved performance
- Employee/customer profit chain, how it works and why
- The specific things to do and what to avoid in order to improve the performance of others
- The leadership behaviour and activities that ensure employees are not only focused on the goal but use discretionary effort

Learning Outcomes

By the end of the workshop you will:

- Experience high impact exercises to impart the research on business improvement drivers
- Be introduced to four separate pieces of research that together make a compelling case for driving profit through people
- Learn why investing time in developing your direct reports and managing them effectively has an impact on business performance
- Be aware of the practical actions you can take to ensure added value to the business

Full details available at: <https://bre.ac/course/managing-performance-effectively/>

Just Do It! Driving Problem Solving Through Risk Taking

Organisations can limit their ability to make radical innovations and discharge bold decision-making by inadvertently creating a low risk culture. This workshop will focus on identifying real and perceived risk, managing risk, managing risk creatively and managing the insecurities of others where risk is involved. The biggest challenge for managers and leaders is when things go wrong.

Course Description

Our aversion to risk is usually centered in our fear of being wrong, or worse, being disciplined for stepping out of line. However, having the courage to take appropriate risks can often lead to bigger rewards. In this workshop you will learn what sort of risks are worth taking.

This workshop will enable you to

- Constructively challenge poor decisions of others
- Understand your own response to taking risks, what are good risks and how to start taking them
- Learn the organisational benefits of making mistakes and using mistakes to create new options
- Learn how to manage the mistakes of direct reports so that they can continue to develop
- Sell a risky idea into the hierarchy

Modules

- Knowing how to take the right risk at the right time
- Responding to mistakes: defensive or offensive strategies
- Coping with managers who always seek to punish mistakes
- Encouraging people to hear things they don't like but still be able to get the best from them
- Understand the consequences of inaction

Learning Outcomes

By the end of the workshop you will:

- Have worked out your own boundaries of risk-taking in order to achieve your goal
- Know how to identify a risk worth taking
- Have the courage to try things that might have previously felt risky to you

Full details available at: <https://bre.ac/course/problem-solving-risk-taking/>