

Learning & Development

More than just training



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=mc

Transforming the performance of ethically-driven organisations

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The recipe for **successful learning**

=mc has over 25 years of experience of working to transform ethical organisations including charities, public bodies, INGOs and cultural organisations. Our customers include *all* of the top 20 UK charities. We're the learning and development provider of choice because we uniquely combine:

- **Added value:** we're not just about training — we cover all of learning and development from competency frameworks and assessment centres to individual coaching and Action Learning Sets.
- **Memorable learning:** we balance expert input with practical exercises, small group coaching and extended case studies — enabling participants to learn in focused and varied ways.
- **Sector relevance:** we offer solutions tailored to meet the specific needs of organisations delivering social outcomes — charities, INGOs, public bodies, local authorities and cultural organisations. When we come in-house we work to your brief and your desired outcomes.
- **Outstanding trainers:** we select the very best trainers to join our team and then develop them to achieve outstanding results. Each trainer adds their own experience to make programmes both relevant and engaging.

- **Practical solutions:** learning isn't just about new models, theories and techniques, it's about being able to use them in real life. We enable participants to work together to apply the learning to their work.
- **Up-to-date content:** while the best models withstand the test of time, the way they are *applied* grows and develops, and useful new models come on stream. We review and refresh all our programmes at least once a year.
- **Backup resources:** all our training is supported by detailed workbooks, covering programme content and extras to consolidate learning.

=mc is an accredited Institute of Leadership and Management (ILM) provider.

ilm
Recognised
Provider

For more information on any of our services
contact Yvette Gyles on 020 7978 1516
or email yvette@managementcentre.co.uk



Competency Frameworks & Assessment Centres

=mc has over 20 years' experience of developing and delivering competency frameworks for a range of public and voluntary sector organisations. Our customers include agencies working globally such as Concern Worldwide, Amnesty International and the International HIV/AIDS Alliance, and UK agencies including Ashford Borough Council and the MS Society.

Whatever your specific need, we can work with you and your HR team to create a new framework or improve an existing one. Our consultants offer access to the latest thinking in performance systems using a range of techniques from critical incident analysis to best-in-class review. We will work with you to understand the behaviours, skills and knowledge needed to drive high performance in your organisation and develop talent. Your framework will reflect not only best practice but will support your values and culture.

If appropriate we can also help you set up and administer an assessment centre. Depending on the competences you wish to assess, we can draw on a range of techniques and approaches from simple in-tray exercises to online reasoning tools, real work tasks to group activities. Centres are useful if you need a large-scale review of staff or manager competence after a major review or restructure.

More information at managementcentre.co.uk/competence

We've been working with =mc for several years on a wide range of facilitated sessions and development training. Most recently they've helped us to both create and begin the process of embedding a new competency framework. The quality of work delivered by the =mc team is consistently excellent. And more than that, they have acted with great care and sensitivity as a critical friend to me and the Society in a time of significant change. I look forward to working with them for many more years to come.



Amanda Potts, HR Manager, Learning & Development, MS Society

Facilitation

External facilitation can help to tackle any one of a number of tricky issues – bringing objectivity to a tense or difficult concern, energising a potentially dull event with imaginative forms of engagement, shaping a complex issue to solve it in a methodical way, helping a Board or senior team to agree on a way forward.

=mc consultants have facilitated meetings and events in places as far apart as the US and Uganda and for meetings of 5 to 1,500 people, with organisations as diverse as Sightsavers International, World Animal Protection (formerly WSPA), Soroptimist International and the British Red Cross. We are equally happy to run an event ourselves or work with your in-house facilitators. Before a facilitation we agree with you the groundrules to operate under, the structure of the event, the outcomes you need, and the roles to be played by **=mc** consultants and others.

Every facilitation is different, and can go in different – sometimes unexpected – directions, so **=mc** only asks its most experienced consultants to undertake this work. It's your guarantee of a successful outcome.

More information at managementcentre.co.uk/facilitation





Coaching

=mc offers a range of coaching services — either directly from a staff member or through one of our team of skilled associates. Whoever the choice, the =mc coach will be trained and supervised to the highest standards — ensuring the agreed outcome is achieved.

The drivers for coaching can be very different: to help support an experienced colleague going through a difficult time, to build the confidence of a new appointee, to ensure that a senior manager has time to reflect. Each of these situations requires different skills and approaches.

Before we undertake any coaching assignment we ensure there is a clear brief, appropriate competence, and a positive chemistry between the coachee and the coach. With these elements in place we then usually arrange a series of sessions over a period of weeks or months. The sessions can take place in a private room at =mc's central London office, or even by phone or Skype if distance is a challenge.

More information at managementcentre.co.uk/coaching





Action Learning Sets



Action Learning Sets (ALS) are a powerful peer learning approach used in business and non-commercial settings to improve the ability of individuals and teams to reflect on their own knowledge and experience to improve performance. Developed almost 50 years ago by Reg Revans they are now widely used by both managers and staff.

Crucially action learning does not offer simple, spoon-fed solutions. Rather a skilled facilitator helps to shape and coordinate a 6-8 person group to develop their own critical enquiry skills. **mc** has a number of trained and accredited ALS facilitators able to work with you to establish sets in your organisation. We may also be able to help your managers to join an external set made up of a similar specialism — like fundraisers — or level, such as heads of department, etc.

Finally we can build capacity in your organisation and embed the learning and methodology by training in-house ALS facilitators. This approach can then, if appropriate, become a central element in your organisational learning matrix.

More information at managementcentre.co.uk/als



Good to Great

Transforming organisational performance

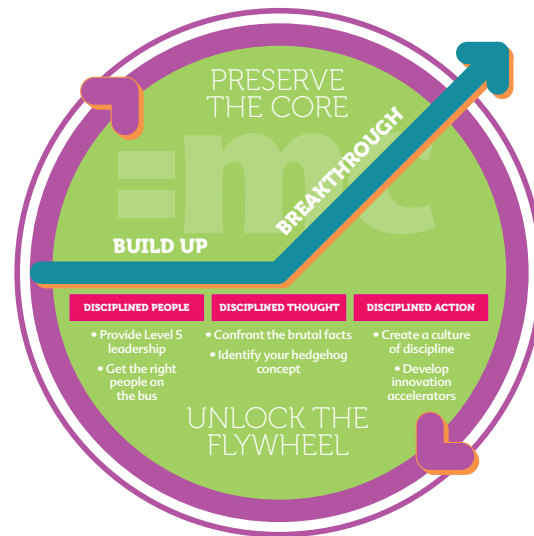
Adapted from Jim Collins' seminal book, this challenging day is for CEOs and other senior managers keen to transform performance across the organisation, in a department or in a team.

We introduce participants to the three key principles of disciplined people, disciplined thought and disciplined action. These provide a guide to transformation through Level 5 leadership, getting the right people on the bus, confronting the brutal facts, clarifying your 'hedgehog concept', creating a culture of discipline, and developing innovation accelerators. We also share how other charities and NGOs are adopting these principles to drive success.

At the end of the programme participants are able to:

- understand what 'Great' means and why it's different from 'Good'
- audit performance and identify improvements around the three disciplines
- identify their Level 5 leadership potential
- systematically implement the Good to Great model

How will we build our capacity and sustainability?



1 day

Level: **Board, senior managers**

Online assessment tool

More information at managementcentre.co.uk/g2g

Leading & Managing Change

Successfully taking people through challenging times



This one- or two-day programme is designed for managers leading or managing change — whether a restructure, a new culture or a merger — as well as individuals who trouble-shoot change challenges.

Based on **=mc**'s adaptation of Kotter's well-established model, it provides a solid framework to start or shape a change process, or to re-energise a faltering one. As part of a rigorous eight-phase approach, participants learn to identify change drivers and approach different types of change. And they explore the 'softer' side, including how to use emotional intelligence in change. There is also the option for participants to complete the **=mc** online change-readiness audit on your organisation. This can be particularly helpful to discover what exactly the challenge is if there are concerns about alignment.

At the end of a 2-day programme participants are able to:

- tackle both transformational and incremental change
- adapt their style between key change roles
- overcome and respond to resistance to change
- ensure change is embedded in the culture

See also **Change & Me** on page 27.

A great investment. After just a day I have a clear understanding and appreciation of the issues involved in implementing change. I've also gained invaluable insights into avoidable pitfalls and what makes good practice.

Liz Tremain, Senior Programme Manager
University of Southampton (NETSCC)

1 or 2 days

Level: Board, senior managers, middle managers

Online change assessment tool

More information at managementcentre.co.uk/lmc



Leadership Skills for Managers

Developing, coaching and inspiring teams for greater results

Designed for managers with a minimum of two years experience of line management and functional responsibility, this intensive three days offers a toolkit to challenge and motivate both themselves and their team, taking their skills to a higher level.

They learn what makes a successful leader, and discover their Intelligent Leadership profile — a 360° leadership assessment tool developed by **=mc** specifically for non-profit managers. A complementary series of exercises builds their awareness of how effective they are in the leader's role. Finally they also look at the key motivation theories behind individual performance, different leadership models, and the importance of flexibility in leadership style.

At the end of a 3-day programme participants are able to:

- adapt their leadership style according to the person and the situation
- shape and develop high-performing teams
- understand how to give and receive effective feedback
- work with others to make better decisions

2 or 3 days

Level: middle managers, first line managers ready to make the move up

360° feedback on participants' leadership style

More information at managementcentre.co.uk/lsm

Strategic Leadership

Developing leaders to take the organisation forward

These intense three days offer a high-level skill set for individuals in, or stepping up to, a more senior role, including CEOs of smaller charities, heads of departments or divisions in larger organisations, and ambitious middle managers.

The programme balances insightful feedback and expert programme leader input. It focuses on three core impact areas — Leadership, Change and Strategy. The Leadership module includes a 360° assessment using Kouzes and Posner's Leadership Practices (LPI) model. The Change module provides powerful tools to successfully implement an integrated change programme — while maintaining motivation. The Strategy module introduces key tools to define and plan the way forward.

At the end of the programme participants are able to:

- become high-achieving leaders, acting decisively and effectively
- understand how to create an empowering culture
- create systematic approaches to drive change
- use cutting-edge tools to create a successful strategy

3 days

Level: senior managers, middle managers ready to make the move up

Online change assessment tool

More information at managementcentre.co.uk/sl



Developing the Leadership Culture at the RSC

The Royal Shakespeare Company (RSC) is one of the most famous theatre companies in the world, connecting people around the globe with Shakespeare and much, much more. In 2013 they asked =mc to help them develop their first ever whole-organisation management development programme that would both make a lasting difference to the way people work at the RSC, and deliver a stronger sense of consistency to its leadership culture.

Working closely with a project team of senior managers we researched the challenges, work and context of each directorate and its managers, and from that identified the core elements of two parallel programmes – one for senior managers (the Steering Committee) and one for managers. We built in strong overlaps between the programmes so that the groups could both share the key learning and move forward together, and identify common emerging challenges.

“It is proving an incredibly valuable programme. The Steering Committee is working together more collaboratively, and we’re already starting to see a positive difference to the RSC as a whole.”

Catherine Mallyon, Executive Director



Coaching Skills for Managers

Building self-reliant staff



Designed to help develop more productive, confident and self-reliant staff and volunteers using a non-directive approach, this intensive one or two days is ideal for managers keen to support the development of others.

Participants are given lots of opportunities to both 'have a go' and observe and feedback to their colleagues. They explore the structure of the coaching process and begin to develop their own style through a number of guided 1-2-1 and small-group sessions. And they practice skills including goal setting, listening and questioning techniques, problem solving and effective contracting.

At the end of a 2-day programme participants are able to:

- understand the qualities of a successful coach
- use the GROW model to connect individual and organisational performance
- give focused coaching and receive feedback on their style
- reframe limiting beliefs or other psychological barriers that impact on performance

1 or 2 days

Level: **all managers with line management responsibility**

180° feedback on coaching style

More information at managementcentre.co.uk/csm



Emerging Managers Programme

The essential management toolkit for new managers

Designed for recently appointed managers and individuals with management potential, this programme delivers practical tools and techniques to help them manage themselves and their team.

Over three busy days we focus on participants' responsibility for achieving results, equipping them to build — and work through — successful teams, and resolve challenges. We also help them to improve their personal effectiveness. They have the opportunity to lead live exercises and receive feedback from fellow participants, enabling them to grow in confidence and build their skills.

At the end of a 3-day programme participants are able to:

- understand their own management style preference — and learn to access other styles
- use enhanced communication skills to get their case across and make an impact
- manage performance — and effectively address performance challenges
- set priorities within a team and monitor results

The Emerging Managers course gives our newly appointed people managers a firm grounding in the core skills they need to succeed in managing a team.

Karen Garforth
Head of HR, WWF-UK

2 or 3 days

Level: **first time managers, staff ready to make the move up to management**

180° feedback on team management style

More information at managementcentre.co.uk/emp

Emotional Intelligence in Management

Developing interpersonal and intrapersonal skills



Emotional Intelligence (EI) offers a way to improve how we communicate with ourselves and others. For managers it's particularly important in helping not only to maintain personal motivation and momentum, even under pressure, but also staff motivation.

This day explores the origins of EI, its importance in management and personal development, and how it is different from 'conventional' intelligence. Participants discover the importance and practical implications of the five EI dimensions: self-awareness, self-regulation, motivation, empathy and social skills. They have the opportunity to assess their own EI — and how that impacts on their approach to management — and learn how to use EI techniques in meetings, appraisals, presentations and even emails.

At the end of the programme participants are able to:

- increase their awareness of themselves and their impact on others
- maintain and nurture their own motivation in challenging situations
- build rapport with others quickly and effectively
- handle challenges and conflict confidently

1 day

Level: all managers

Self-assessment on participants' EI quotient style

More information at managementcentre.co.uk/ei



Performance Management for Managers

Building individual and team performance

Designed for individuals who need tools and techniques to get the best out of others, this programme builds confidence and skills in managing for results.

Over one or two days participants focus on how to build on good performance and manage poor performance. They learn how to identify and develop individuals with potential and help build their confidence and capability. Participants also look at identifying and tackling performance problems, structuring and holding difficult performance conversations, and dealing with reactions. They get the chance to practice the techniques using their own case studies and receive peer feedback.

At the end of a 2-day programme participants are able to:

- identify and proactively manage good and poor performance
- establish specific areas for improvement and develop performance plans
- hold courageous conversations in a structured way
- systematically identify and develop talent within their teams

1 or 2 days

Level: **all managers**

More information at managementcentre.co.uk/pmm

Project Management

A powerful and systematic model to plan and organise projects



Originally designed to help Oxfam deal with emergencies, this demanding programme enables participants to plan, manage and deliver projects — especially ‘messy’ ones — on time and to specification. Invaluable to organisations desiring a shared project language that is simple and effective, this course is also relevant to individuals keen to maximise their contribution in project teams or manage multiple stakeholders and their expectations.

The three-day programme provides a thorough grounding in =mc’s practical and highly adaptable Systems Model avoiding the ‘clunky’ processes of PRINCE2. Participants discover how to scope a project, identifying project drivers, purpose, outcomes and success criteria. They acquire a portfolio of tools to map a project including Work Breakdown Structures and Critical Path Analysis. And they learn how to create and manage effective project teams. There is also a two-day version available in which we can tailor the focus more on hard or soft project management skills.

At the end of a 3-day programme participants are able to:

- plan using the =mc Systems Model
- handle messy projects with uncertain timelines and unclear outcomes
- use a range of key project planning tools
- build project teams that perform

Having worked with us to design a bespoke project management system in 2012, we now bring =mc in to run our Project Management training on a regular basis. Whoever comes to deliver the programme we know we can rely on excellent, high quality training – we see it in the feedback from participants.

Emily Wilton
Learning and Talent Manager, WaterAid

2 or 3 days

Level: **middle managers, frontline managers, staff with project responsibility**

More information at managementcentre.co.uk/pm



Appreciative Inquiry

Engaging stakeholders and building on existing success

This one-day programme focuses on how to engage stakeholders across your organisation by building on existing success. Appreciative Inquiry (AI) provides a flexible approach that can be adapted to address a specific process or to drive a wide-ranging strategic review.

Over the day we explore the 5D stages underpinning AI: Define, Discover, Dream, Design, and Deliver. As a group participants work through these stages and find out how to use them to tackle a specific problem. We also look at how to integrate the stages with other approaches such as stakeholder mapping, world café, Ishikawa, and collective mindmaps.

At the end of the programme participants are able to:

- understand how AI can be used to tackle different issues
- identify key stakeholders and engage them
- confidently manage the 5D stages
- link the outputs of AI to practical action plans

1 day

Level: senior managers, middle managers

More information at managementcentre.co.uk/ai

Consultancy Skills Programme

Discover the principles of effective consulting



This programme is for teams and individuals who ‘trouble-shoot’ in the organisation and for organisations offering external consultancy as part of their income generation strategy. Depending on what’s needed, the 12 key modules can be delivered in a customised programme lasting from one to three days.

Experienced members of **=mc**’s consultancy team offer a mixture of approaches in ‘hard’ analytical and problem-solving, and ‘soft’ interpersonal skills. We use practical activities and case studies so that participants can practice using the models and techniques and embed the learning. As well as an introduction to consulting methodology, there are also modules on strategy, organisational analysis, building credibility, coaching, facilitation and change management.

At the end of a 3-day programme participants are able to:

- define and manage a consultancy project
- use a range of tools to analyse and solve challenges
- ‘sell’ themselves as competent and confident professionals
- ensure recommendations are implemented

1-3 days

Level: senior managers, middle managers

360° feedback | HBR-style case study analysis

More information at managementcentre.co.uk/csp



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=mc is a recognised practice of the Institute of Consulting

managementcentre.co.uk



Developing Commercial Awareness

Skills and attitudes for the 'new reality' economy



Developing Commercial Awareness is designed for managers and their teams who need to develop new – income-generating – offerings or to adopt a more business-like approach to service delivery.

Participants learn how to identify commercial potential – whether it's by charging for current services, developing new ideas, bidding for contracts, or simply understanding the importance of cost control. They also discover the very practical skill of how to construct and roll out a successful business proposition. The adaptable programme uses case studies from charities and local authorities to show how they have successfully adopted commercial approaches.

At the end of the programme participants are able to:

- create a commercial mindset in a team or organisation
- establish the true cost of a service and how to recover costs or make profits
- identify and meet the needs of customers, consumers and commissioners
- create and market 'saleable' propositions that fit with mission

1 day

Level: middle managers

More information at managementcentre.co.uk/dca

Strategy Toolbox

Key strategic models and how to apply them

This intensive day helps participants to understand and confidently use a range of strategic tools – integrating them into a flexible planning framework.

The toolbox is built around five core modules: frameworks in planning, how to analyse challenges, managing service and activity portfolios, shaping new strategic directions, and defining organisational competencies in relation to vision and mission. Using real examples from organisations in the sector – and their own organisation – they discover how a range of tools can be applied directly to their work – including PEST, SWOT, VMVC, Boston Matrix, Ansoff's Matrix, and Porter's Five Forces.

At the end of the programme participants are able to:

- understand the key tools in strategy and their uses and limitations
- share their strategic ideas effectively with colleagues
- assess new directions using matrix analyses
- clarify and build on their organisational competencies

1 day

Level: senior managers, middle managers

More information at managementcentre.co.uk/st



Embedding Good to Great at Gateway Housing

Gateway Housing works to provide decent affordable housing for people on or below average incomes. Their ambitious vision is to provide great services, employ great people, and have a great reputation to help local communities to thrive. They asked =mc to help their managers and senior team define the practical steps needed to deliver this vision through a bespoke training programme using Jim Collins' Good to Great model as the framework.

So we designed a three-module programme. Module 1 looked at Disciplined People and how to develop the leadership needed for Gateway to make the step up to greatness. Module 2 focused on Disciplined Thought, helping managers to think more strategically about what needed to be done. Module 3 explored Disciplined Action, providing a range of tools to enhance personal and management effectiveness, and provide practical techniques for innovation.

"The six days have been inspirational, and have transformed the way we think about who we are as leaders, what we must achieve for our residents, and just how we can transform the work we do to provide the services our communities need and deserve."

Christine White, Head of Corporate Services



Facilitation Skills

Working with groups to achieve results

This popular one- or two-day programme helps participants to gain the confidence and skills to work with groups to solve problems, make decisions, create new ideas, agree direction and plan action in a productive way. A key element involves helping participants to deal with group dynamics, conflict and challenge.

Participants engage with a variety of tools and techniques, including contracting principles, creating engagement, balancing task/process, structuring sessions for maximum impact, and learning evaluations. They learn to improve their personal communication skills including questioning, summarising and active listening. The programme includes hands-on experience of facilitating small-group exercises, with immediate feedback from fellow participants.

At the end of a 2-day programme participants are able to:

- help people work productively together in meetings
- engage groups to work on tasks effectively
- use a range of approaches to organise group discussion
- handle challenge and conflict in groups

1 or 2 days

Level: **all managers**

180° feedback from peers

More information at [managementcentre.co.uk/fac](https://www.managementcentre.co.uk/fac)





Influencing & Negotiating for Results

Using psychology and practical techniques for the best outcome

This programme is for individuals who want to boost their ability to persuade and convince others, including those who negotiate with stakeholders or work in cross-functional or multi-agency partnership teams. It also helps to enhance their ability to build rapport and handle conflict.

Participants learn how to recognise others' psychological styles, adapt accordingly and reframe their information and ideas. They also discover how to work through the four distinct phases of a negotiation, and how to devise ethical, win-win approaches using models from LIM-it to BATNA, PIPPA to String of Pearls.

This programme can be run as a shorter one-day or a fuller two-day version. We can also run Influencing Skills and Negotiating Skills as two separate days a few weeks apart.

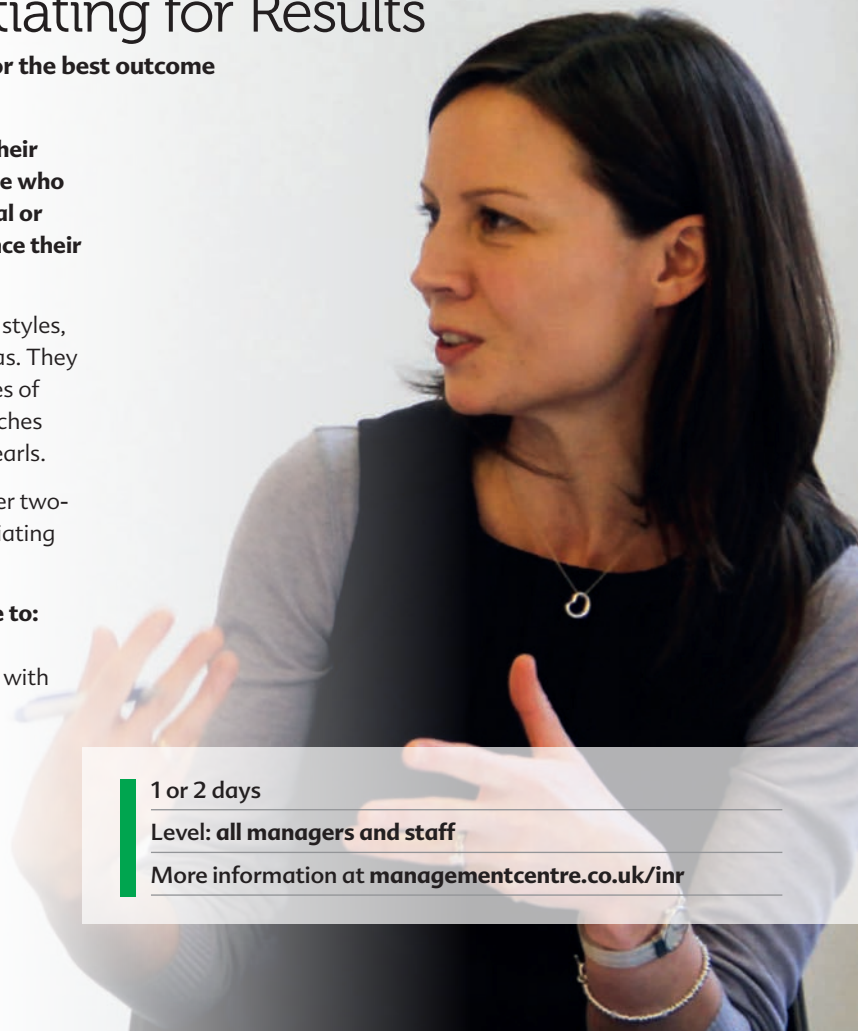
At the end of a 2-day programme participants are able to:

- ensure a good outcome for them and the organisation
- choose an appropriate communication style to engage with the person they negotiate with
- win others over to their point of view
- negotiate with the outcomes for all parties in mind

1 or 2 days

Level: all managers and staff

More information at [managementcentre.co.uk/inr](https://www.managementcentre.co.uk/inr)



Transformational Presentation Skills

Developing and delivering high-impact presentations



The UK's most intensive presentation skills programme, for individuals wanting to deliver key messages in a powerful way. In a small group of 10, with a trainer and a dedicated coach, participants learn how to deliver complex ideas simply and effectively to groups – whether it's 10 or 1,000 people – using mc's systematic methodology, developed over 26 years.

They discover how to reduce preparation time, choose the right 'style' of presentation for their audience and make their presentation memorable and authentic. Participants also learn how to appear confident even when nervous, and learn the secrets of controlling their body language and voice. To ensure optimum learning they deliver three 'formal', videoed presentations followed by 1-2-1 coaching.

A two-day version of this programme is also available.

At the end of a 3-day programme participants are able to:

- deliver presentations with impact to challenging audiences
- control nerves and banish negative mindsets to present confidently
- design and deliver their presentations for maximum impact
- present complex ideas simply and effectively

We have bought this course twice this year and it's well worth the investment. Even people who are the most anxious about giving presentations before hand are significantly more confident following the training and actively looking for opportunities to present. An excellent result.

Nick Greenwood, Head of Human Resources, IIED

2 or 3 days

Level: **all managers**

1-2-1 coaching | Personal video to take away

More information at managementcentre.co.uk/tps



Think on your Feet

Communicating with confidence and clarity under pressure

For many people feeling they have been ‘put on the spot’ spells the end of any sense of control of a situation. Using techniques from the science of psychology to structure ideas quickly and simply, participants discover how to make an impact under pressure, make ideas memorable, and simplify complex information.

Fast-paced and highly participative, the day includes using the Think/Feel/Do structure, TRAIN-of-thought technique and Occam’s razor reasoning. Participants learn how to handle tough questions confidently, and discover the four answers to strategic questions. Finally we look at making messages memorable using the SUCCESS framework, developed from the Heath brothers’ bestseller *Made to Stick*.

At the end of the programme participants are able to:

- shape and organise ideas quickly
- perform impressively in unexpected situations
- handle challenges and hostile situations confidently
- increase their audiences’ ability to retain and recall information



1 day

Level: all managers

180° feedback from peers

More information at [managementcentre.co.uk/tf](https://www.managementcentre.co.uk/tf)

Change & Me

Building personal resources for change

Managing change is a core competence in contemporary organisations. But while much has been written about how to lead and shape change processes there is relatively little support for individuals going through change in an organisation. This programme is designed to address exactly that issue.

In a positive and energising day, participants are introduced to a variety of practical techniques on how to respond constructively to change themselves and how to support colleagues. We cover issues such as changing mindsets and skillsets, building personal resilience, co-coaching colleagues, developing positive 'anchors', and the role of Emotional Intelligence (EI) in handling change.

At the end of the programme participants are able to:

- understand their own response to change and manage it effectively
- use a range of EI-based techniques to develop personal resources
- help colleagues to work through change issues
- maintain performance and results while experiencing change

See also **Leading & Managing Change** on page 7.

1 day

Level: staff, junior managers

More information at managementcentre.co.uk/change





Creativity & Innovation Toolkit

Releasing and realising new ideas

A busy and intensive day that offers individuals a range of techniques to energise their teams, generate new ideas and put them into practice.

Participants learn a number of key creativity techniques, including how to use different tools from brainstorming to Zwiki boxes. They also discover how to maximise creativity in groups, ensuring everyone is engaged and removing the mindset traps that can hold back creativity. Using **=mc**'s innovation value chain, they explore the process of taking ideas from origination to implementation. Finally, they learn how to get buy-in for their ideas in support of a culture of creativity and innovation.

At the end of the programme participants are able to:

- integrate creativity and innovation into their everyday work
- use a range of techniques to generate new ideas
- remove barriers to co-operation within teams and across departments
- tackle specific problems and challenges creatively

Since we've introduced this training to South London YMCA, both creativity and innovation have become less about a formally-driven process and are much more integrated into our day-to-day work. You can see it in the way people tackle problems – it's as though the 'can't do' barriers have come down.

Hannah Calvert, Area Manager, South London YMCA

1 day

Level: **all managers and staff**

Online innovation value chain assessment

More information at managementcentre.co.uk/creativity

Developing Personal Presence

Crack the charisma code to achieve high impact



This day is designed to build on the skills individuals already have to develop a more sophisticated approach to impactful communications.

Participants first consider themselves as a personal brand — assessing their qualities and image. We then establish the type of presence they wish to develop — and need — to impact on their target audience. This is cracking the charisma code.

Participants learn how to build rapport with a range of individuals quickly, using techniques borrowed from theatre improvisation and social psychology. And we introduce them to key presence principles, looking at how outstanding communicators convey presence through a mixture of eye contact, body language and voice.

At the end of the programme participants are able to:

- define themselves as a personal brand
- have a clear sense of how to have impact in key situations — meetings, 1-2-1s, etc.
- achieve influence and ‘social power’
- respond effectively under pressure

1 day

Level: all managers

180° feedback

More information at managementcentre.co.uk/dpp



Managing Multiple Priorities

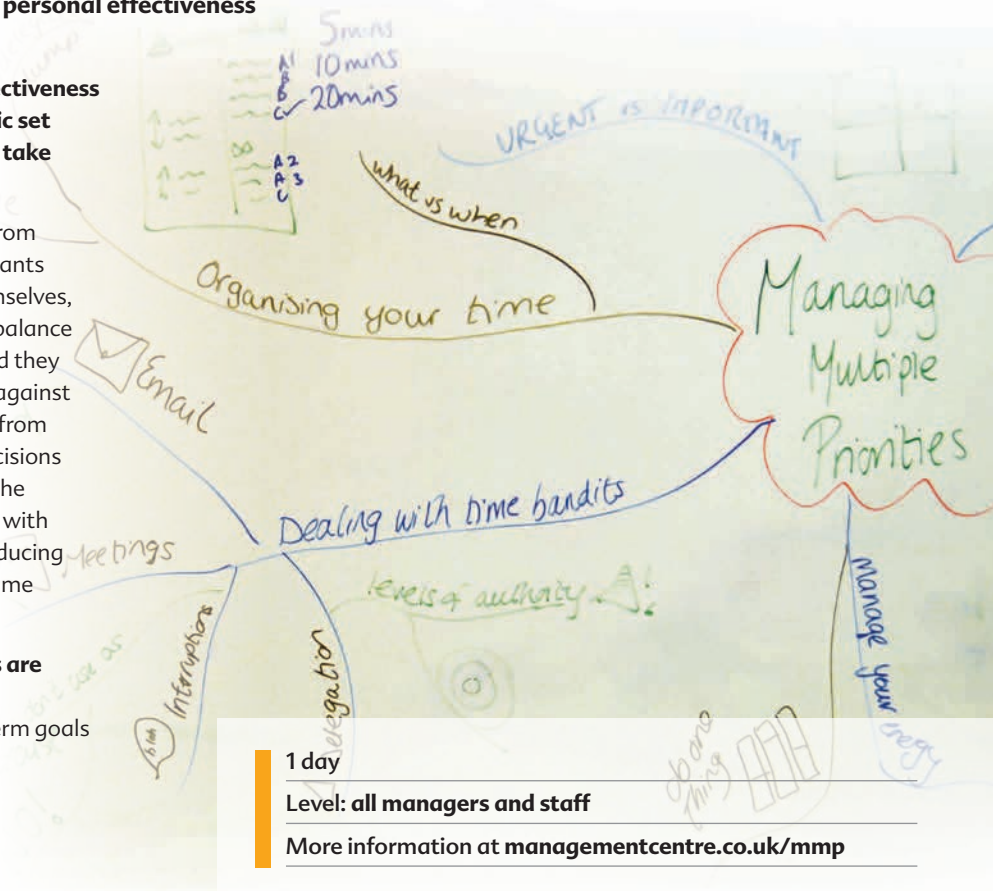
Practical solutions for improving personal effectiveness

This intensive day promotes personal effectiveness by introducing participants to a systematic set of tools and techniques to enable them to take control of their work and their time.

Based on the work of a range of experts — from Steven Covey to Edward de Bono — participants identify practical solutions not only for themselves, but also for their teams. They learn how to balance two key decision bases, *what* and *when*. And they learn how to manage demanding priorities against tight deadlines by distinguishing important from urgent tasks — discovering how to make decisions quickly. The day also provides insights into the challenges of managing time while working with others — including delegating effectively, reducing interruptions and dealing with dangerous ‘time bandits’.

At the end of the programme participants are able to:

- achieve their long-, medium- and short-term goals
- focus their energies to deliver results
- manage heavy workloads and constant interruptions
- improve work-life balance



1 day

Level: all managers and staff

More information at managementcentre.co.uk/mmp

The Influential Fundraiser

Interpersonal and psychological skills to win over donors

Based on the best-selling book by mc's directors Bernard Ross and Clare Segal, this programme is designed for fundraisers and senior volunteers. Over an engaging and practical day participants develop the skills and confidence to approach high value donors and sponsors effectively.

Drawing on the latest thinking in psychology and neurology, and leaving behind old-fashioned 'moves management', participants discover the powerful 5P Framework: Passion, Proposal, Preparation, Persuasion and Persistence. The programme is used by organisations in the UK and US — from Marie Curie Cancer Care, to the University of Edinburgh, to Dian Fosse Gorilla Fund International — to train major gifts fundraisers, helping secure 7-figure gifts.

At the end of the programme participants are able to:

- interpret a donor's psychological preferences and match their approach
- manage a donor's engagement in a crucial conversation and tackle objections
- design an effective case using the four basic case types
- build ultra-fast rapport with donors and supporters

Includes a copy of the award-winning book, *The Influential Fundraiser*.

The Influential Fundraiser – running as 'Getting to Yes' here at Marie Curie – has been a core training programme for our community fundraisers since 2012. We see it as an essential tool in not only bringing supporters on board, but also in then keeping them engaged.

Nicky Watson, Business Partner, People & Organisational Development Team, Marie Curie Cancer Care

1 day

Level: Fundraisers — especially corporate and major donor, and volunteers

More information at managementcentre.co.uk/if

Storytelling Skills

Sharing ideas and inspiration



Storytelling is a powerful contemporary way to communicate across an organisation or to promote ideas externally to supporters, donors and partners. =mc has run storytelling programmes for a number of major UK charities including Macmillan Cancer Support, London Zoo, Marie Curie Cancer Care and NSPCC – the latter where every member of staff has been through a values storytelling programme designed by =mc.

This day is available in specialist versions for fundraisers or service teams. We cover the purpose of stories, how to construct stories, making stories memorable, and ‘parables’ versus ‘real life’. We also look at building rapport with audiences and designing stories to convey difficult or complex information.

At the end of the programme participants are able to:

- understand why stories are important and powerful ways to communicate
- create strong stories quickly to share complex ideas
- use psychology and neurology to make stories memorable
- understand the best way to share a story... whether it’s in print or in person

1 day

Level: all levels

More information at managementcentre.co.uk/ss

Transforming corporate partnerships at Macmillan Cancer Support

"You have delivered the team alignment, expertise and core skills we were looking for, and we now have a shared knowledge and understanding of how to work more effectively with our partners and donors to help people affected by cancer."


Alix Wooding
Head of Corporate Partnerships
Macmillan Cancer Support

Macmillan's vision — that no one should face cancer alone — means they aim to reach and improve the lives of millions of people. Central to this strategy is harnessing the support of companies, trusts and major donors. In 2014 Macmillan asked =mc to help with two key processes. First, to work with corporate specialists to align and strengthen their approach to winning partnerships. Second, to provide the wider team with the practical skills needed to exploit their leading edge case toolkit.

With the corporate specialists we designed a highly interactive three-day programme built around their five-stage sales cycle. Focusing on the competencies needed at each stage, sessions included exploring the customer journey, developing a strong proposition, and practice in making the ask.

With the wider team we put together a very intensive day to help them develop powerful, targeted cases for support using their new case toolkit.

**WE ARE
MACMILLAN.
CANCER SUPPORT**



I first worked with =mc when I was Operations Director at Affinity Trust. I was so impressed with the extensive training series they ran for us there, that when I joined Housing & Care 21 they were top of my list of people to call in.

We are now six months in to a nine-month management development programme of nine bespoke courses – ranging from business planning to performance management, developing individuals to influencing and negotiating. Already both the organisation and our residents are benefitting from a more positive, ‘can do’ approach, and we’re seeing a much higher level of engagement at all levels.

Mikkel Toksverd, Regional Director – South East
Housing & Care 21

LEARNING & DEVELOPMENT

More than just training

=mc are a key L&D supplier for Macmillan, and have been for many years. The raft of management programmes they run for us each year are always well attended and the feedback is consistently excellent. And they are happy to work closely with us on a very bespoke intervention, or simply to get on and deliver. It certainly makes my life a lot easier.

Tiphaine Desreumaux
HR Adviser — Learning & Development
Macmillan Cancer Support

Email: yvette@managementcentre.co.uk
Tel: 020 7978 1516

www.managementcentre.co.uk

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