



Forge Ahead Training & Development

Bespoke Training & Open Courses

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About us

Our core business is focusing on your business and your people.

Our Training Solutions are designed to motivate & empower individuals to want to continuously develop & achieve superior results for themselves and the organisation. We blend theory with experiential learning & focus on achievable and sustainable improvements.

OUR VISION

To be recognised as a key partner delivering people-centred development that positively contributes towards an Organisation's culture and provides a springboard for personal & organisational growth. To provide individuals with personal tools for success. To be valued as a long term partner for success.

OUR MISSION

To understand our client organisation's values, purpose and direction and work collaboratively to develop effective and sustainable strategies for continuing improvements in performance.

OUR VALUES

Integrity, Confidentiality, Support, Customer delight & loyalty, Inclusion.

OUR PROMISE

To design and deliver effective Training Solutions that provides tangible & measurable results.



Bespoke Training Solutions

"If you focus on results, you will never change.

If you focus on change, you will get results."

Jack Dixon

Our commitment is to understand your business now and where you aim to be. To design and deliver training and development solutions that suit your company values, vision and mission, that are appropriate to your environment and employee needs in order to take your business forward. If you have bespoke requirements then contact us for a 'no-obligation' discussion. We will not engage in any project where we believe we aren't the right partner, however through our Training network and previous business partners, we may be able to recommend people that can deliver exactly what you need. Recommendations and reciprocity add value to all of our businesses.

Potential options for your business or for specific employees:

- ❖ If some of your employees require specific training and would benefit from one of our ['open courses'](#), please contact us to discuss. Discounts apply for group bookings.
- ❖ We can adapt our open courses to be delivered 'in-house', which provides a highly economic way of securing bespoke training.
- ❖ For a highly flexible approach, then consider the ['micro-session'](#) option
- ❖ We offer structured 1:1 coaching around specific business goals and/or personal development.
- ❖ We offer various levels of follow-up support and on-going training provision dependent upon specific requirements

Our philosophy rests on the premise that: Developing our people brings rewards beyond our initial expectations of what a training course or workshop can deliver. People value training & development as 'an investment' in them as an individual. As an employer, you are communicating to your employees that they matter, that they have potential that you value and wish to explore, that they possess skills that can be further developed. You are investing in their skill set in order to grow your business. Many employees value this personal investment more highly than a pay rise. It creates motivation, stimulates new ideas and solutions and contributes towards company commitment and loyalty.

Some options for you:

- ❖ For Companies without an internal Training department: The complete design and delivery of tailored programmes and workshops. These would typically include slide sets, workbooks, group exercises, energisers, action or sustainability plans, review and evaluation of results to carry forward into future development plans.
- ❖ For companies with 'in-house' trainers that do not have either the time or the current knowledge or skill set to deliver training in a specific area, we can design the relevant materials and programmes for 'in house' delivery, whilst providing the relevant training or support. Where required we can provide detailed Leader's Guides and support materials and incorporate a 'Train the Trainer' session to build capability for future 'In-house' delivery of repeat programmes.
- ❖ The design of structured 'personal learning materials' to be completed as part of the normal day's activities, which are then reviewed and developed during a formal training session.



MICRO-SESSIONS

We recognise that for many businesses, time away for Training, even to develop much needed skills may seem like an unaffordable luxury.

We aim to provide solutions.

Our flexible approach means we can design and deliver 'high-impact' Workshops of short duration that can be delivered over a long lunch break or even as a breakfast meeting.

According to your needs, these can be 'stand alone' sessions or part of a programme delivered over a period of time. This approach will minimise any down time whilst investing in people and skill development.

These 'micro-sessions' can also be combined with 'pre-course' learning materials or 'on the job' development activities to maximise the potential for learning & development and embed positive and ongoing change.



DEVELOPING HIGH PERFORMING TEAMS

"Coming together is a beginning; keeping together is progress; working together is success. "

Henry Ford

The contribution to success that an effectively functioning team makes is rarely challenged. For this to happen by accident would be fortuitous but perhaps less likely. A group of people does not constitute a team until they have a shared vision and purpose, goal and role clarity and understand and value each-other's contributions. By the very nature of our natural diversity, team dynamics can often be problematic and detract from the team's purpose and function. We specifically design 'Excellence in Teams' workshops and programmes for Companies needing to improve results through self-motivated and highly performing teams.

Whilst the following core elements are usually incorporated, our consultative approach ensures that we focus on a Company's or team's specific needs and concerns.

- Team vision & mission
- Role Clarity
- Goal Clarity
- The stages of Team Development
- Our 'preferred roles' within a team
- Individual communication styles and our 'psychological type'
- Recognising individuals strengths and possible 'blind spots'/Johari window
- Problem solving & decision making processes
- Examining the potential areas for conflict
- Developing strategies to resolve conflict
- Building a Team contract
- Developing a sustainability plan

If desired, the [MBTI®](#) Personality Indicator or [Belbin™](#) Team Profiles can be utilised as a Team Development tool, giving individuals an even greater insight into themselves and their colleagues.

Training can be delivered 'in-house', as an 'away-day' or as series of modules to reinforce positive changes over a period of time. What-ever format you choose, we design solutions that engage and generate interaction, we encourage fun and provide a safe and inclusive environment for team exploration and development.



Open Courses

"We must become the change we want to see" Ghandi

Our open courses run throughout the year at a range of City venues, close to transport links. We limit attendee numbers to a maximum of 8-10 to optimise time for individual learning, participation, constructive feedback and action planning. Our courses can also be delivered in house, with the advantages of specific tailoring for Company or Organisational needs and economies of scale. We don't believe in 'hit and run' strategies, we focus on sustainable action plans and are happy to provide on-going support.

General Information:

- ❖ Most of our courses are priced at £375 per delegate and discounts are available for group or multiple bookings.
- ❖ We discuss individual requirements and objectives with all delegates prior to the course to ensure that we focus on individual needs.
- ❖ We are able to provide on-going support via email or phone after the event to ensure delegates achieve their longer term objectives.
- ❖ Course fees are required a minimum of 2 weeks before the course date.
- ❖ Delegate substitution is permitted at no extra cost.
- ❖ For groups of 3 or more, we can arrange courses at mutually convenient dates outside of the scheduled dates published at the end of this brochure.
- ❖ Our courses will run either from a Regis Office or a suitable hotel close to transport links. Refreshments and lunch are included. For 2 day courses, overnight accommodation is not included in the course fee.



MYERS-BRIGGS PERSONALITY INDICATOR- WHAT TYPE AM I?

We are accredited to administer and coach around the MBTI® TYPE 1 Indicator. The tool is the world's most frequently used personality instrument designed to make Jung's theory of psychological types accessible and understandable in everyday life.

The indicator provides valuable insights into normal personality differences, which can often be the source of misunderstandings and miscommunications. Understanding and recognising these differences can provide a spring board for improved communication, team-working, management and Leadership skills.

Supplementary information on the MBTI® is provided at the end of this brochure.

Today, the MBTI® instrument is widely used for the following:

- ❖ Self understanding & development
- ❖ Career development & exploration
- ❖ Team Building, Management & Leadership, Organisational Development
- ❖ Problem solving, Relationship counselling
- ❖ Education & Curricular Development
- ❖ Diversity Training

This Open course is suitable for those wishing to explore their own MBTI® Type, for personal development and applications to carry forward to the workplace. For Teams and small groups, the Bespoke MBTI® option may be a more appropriate solution. "Light bulb" moments are almost guaranteed.

Learning outcomes:

- ❖ Understand Jung's theory of 'Psychological Type'
- ❖ Understand the strengths and potential development areas for each type
- ❖ Learn about our own personality type, recognise our strengths and potential development areas
- ❖ Develop strategies for personal growth and conflict resolution

Course Content

- ❖ Complete a 'self assessment' questionnaire to determine 'Reported Type'
- ❖ Group exercises and workshops exploring Jung's theories around our behavioural preferences
- ❖ An exploration of our 'reported type' and what feels like a 'best-fit' type
- ❖ Uncovering our 'Dominant Function'
- ❖ Uncovering the strengths and potential development areas of ourselves and others
- ❖ Exploring the potential conflicts and miscommunications that can arise from differences in type
- ❖ Developing flexible communication styles
- ❖ Develop a sustainable Action Plan

Course Techniques and Materials

Each delegate completes a self report questionnaire and receives detailed Information Booklets provided by OPP Ltd, the UK's licensed MBTI® assessor and distributor. We are accredited to administer the Questionnaire and provide training. The workshop is interactive and time is allocated for individual discussions around personal report findings and potential development activities.

Course Duration: 1 day

Course Fees per Delegate: £395 Refreshments are included. (*Discounts apply for group bookings*)



An introduction to: Leadership & Management (LM01)

*"Management is doing things right; Leadership is doing the right things."
Peter F Drucker*

If you're new to a management or a leadership role- or aspiring to this role, then this course will give you the essential knowledge you require to manage, lead and develop a team in a positive and motivational manner. We create a safe environment in which to explore and practice the skills required to rise to the challenge of people management. We explore your natural management and leadership style, focus on those strengths and how they can contribute towards your team's success. We do also 'tease out' those potential blind spots or development areas and coach around strategies for success. We blend management and leadership theory with pragmatic exercises and frameworks to give you a practical structure and a vital tool kit.

Learning objectives

- To understand one's leadership & management style and the potential impact on others
- To be able to adopt the appropriate style for the situation or purpose
- To build performance through an effective blend of objective setting, coaching, development activities, team motivation, performance management and impactful communication
- To have a problem solving and decision making framework
- To run effective briefings and meetings
- To understand team roles and build performance
- To understand individuals reaction to change

Course Content

DEVELOPING YOUR MANAGEMENT STYLE

- Understanding the role and responsibilities of the manager
- Assess your personal leadership style and its potential impact on others
- Examine the different traits between management and leadership
- Understand your personal drivers
- Models of effective leadership
- Flexing your style according to the person or situation
- Time management and appropriate delegation

MANAGING & IMPROVING PERFORMANCE

- Understanding key motivation theories
- Practical steps in motivating teams and individuals
- Understanding the links between performance management, business results, motivation and personal development
- A Coaching model and philosophy
- Essential coaching skills
- Creating a feedback culture
- Appraisal skills
- Handling difficult conversations

EFFECTIVE COMMUNICATION

- Developing an influencing style
- Assertive communications
- Running effective meetings and briefings

PROBLEM SOLVING AND DECISION MAKING

- Apply a 6 stage problem solving model
- Creative thinking techniques



BUILDING PERFORMANCE WITHIN TEAMS

- Understanding team roles & their contribution to successful results
- Develop characteristics of high performing teams

MANAGING CHANGE

Understand the stages of human reactions to change
Develop behaviours that support people through change and provide a future vision

Course Techniques and materials

Workbooks and slide sets that cover theory, explore individuals' styles and capture individuals' action plans and 'light-bulb' moments. The course is intended to be interactive and provides a safe environment in which to explore concepts and personal practices.

Course Duration: 2 days

Course Fees: £750/delegate. Refreshments are provided. (*Discounts apply for group bookings*)



An introduction to: Team Leadership (LM02)

"When a team outgrows individual performance and learns team confidence, excellence becomes a reality."- Joe Paterno

This course is aimed at those working or aspiring to be Team Leaders or supervisors who wish to develop their skills in leading, motivating and influencing a team to maximise both individual and team results. Achieving results through others can be a challenging task that requires specific skill sets and through out the course, delegates will have the opportunity to consider and practice a range of scenarios.

Learning objectives

- Understanding the role of the Team Leader
- Understanding your own Leadership style and how it may impact on the team
- Understanding others personalities and potential roles within the team
- Developing strategies to motivate your team
- How to build performance within the team
- Building sustainability

Course content

DEVELOPING YOUR LEADERSHIP STYLE

- Understanding the roles & responsibilities of the team leader
- Explore our personal leadership style & its possible impact on the team
- Explore our personal drivers
- Models of effective leadership
- Flexing your style according to the person and situation

BUILDING AN EFFECTIVE TEAM

- Understanding potential roles within a team
- The stages of team development
- The traits of highly performing teams
- Goal setting, monitoring & evaluation
- Developing a team contract
- Dealing with conflict
- Influencing & negotiation skills

MOTIVATING A TEAM FOR SUCCESS

- Understand key motivation theories
- Develop appropriate motivation strategies
- A coaching model for success
- Recognising potential and development opportunities in others

PRACTICAL APPLICATIONS FOR SUCCESS

- Effective meetings and team briefings
- Constructive communications
- Problem solving & decision making

SUSTAINABLE SUCCESS

- Personal & team development plans
- Conducting positive & productive review meetings

Course Techniques & Materials

An interactive and safe environment in which to explore theories, apply techniques and develop the skills and vision for the future success of your team. Workbooks, questionnaires and slide sets are provided.

Course Duration: 2 days. **Course fees** £750/ delegate. (*Discounts for group bookings*)



PERFORMANCE MANAGEMENT & APPRAISALS (LM03)

Performance management is an opportunity for managers and team leaders to develop their direct reports by helping them understand their roles within the company, formally assessing the quantity and quality of their work against agreed objectives and be a forum for coaching conversations and constructive feedback. The reality however, for many organisations, managers and direct reports alike, is that the experience is not the positive one it could be. There are many reasons why appraisals and performance management meetings are so difficult to get right. Often, these meetings focus on the process rather than the person, becoming a 'tick-box' exercise with little developmental value. Objectives may be too vague, too subjective or not be directly relevant to the role. Objectives may be numerically based with no consideration of 'how' the objective was achieved, e.g. the objective was achieved but caused problems elsewhere in the organisation. Managers often avoid awkward or challenging day-to-day conversations, leading to unpleasant surprises during reviews, creating an atmosphere of anxiety, unfairness and resentment.

This course, whilst providing a process, focuses on enabling individuals to practice day-to-day performance management that builds direct reports capabilities, motivation, trust and confidence, provides a framework for constructive feedback and offers support whilst encouraging ownership and personal responsibility.

Learning Objectives

- Setting relevant, stretching and motivating objectives with well formed outcomes
- Being explicit around expectations, consequences and rewards
- Plan effectively for the Performance Management cycle
- Understand the enablers and the barriers to effective Performance Management
- Understand and employ motivation strategies
- Deliver timely, appropriate and constructive feedback
- Constructively handle difficult conversations that lead to improvements in performance

Course Content

- Exploring why Performance Management meetings can be so challenging. Understanding the enablers and barriers. Our personal experiences
- Goal and objective setting. How do we get this right? What can go wrong?
- Setting expectations and utilising the Psychological Contract
- The Performance Management cycle. How to plan. Time lines and setting up structured meetings. The use of a competency framework, evidence and competency examples
- Identify our personal style, with our likely strengths and potential 'challenges'
- Exploring motivation theories and how to utilise motivation strategies to improve performance
- Supporting individuals' development. The power of praise. Career planning
- The art of delivering objective and constructive feedback- how to have coaching conversations and develop a feedback culture (Utilising 180° and 360° Feedback)
- Dealing with issues as they arise. Avoiding the escalation of problems. Dealing with feelings and emotions, focusing on behaviours
- Standard setting and consistency
- Dealing with moving goal posts

Course techniques and materials

An interactive and reflective course emanating from the positive intent of improving performance and motivation through continuous feedback and regular, structured, honest reviews. Whilst the process is important we focus on the skills required to achieve the outcomes we've described. Slide sets, workbooks, case studies are provided. We challenge existing mind-sets and stimulate discussion and personal growth.

Course duration: 1 day

Course Fees: £375/ delegate. Refreshments are provided. (*discounts apply for group bookings*)



Coaching for Performance (LM04)

"Make no mistake, as you change your leadership style to one of a coach you will face challenges. There will be times when you question why am I doing this. However, you must at all times keep the long term benefits of being a coach at the forefront of your mind."
Byron & Catherine Pulsifer, from *Challenges in Adopting a Coaching Style*

Developing effective coaching skills can be one of the most rewarding and liberating of all Life Skills. Those skills become an intrinsic part of your persona. Coaching is an essential skill for managers, team leaders and those working in education; enabling direct reports & team members to develop new skills, find their own solutions and positive strategies. Coaching is a two way process; it requires trust, mutual respect, honesty, commitment and support.

Learning outcomes

- To understand the coaching process and its merits
- To understand when to direct and when to coach
- To develop the skills required to coach effectively
- To confidently use coaching as a development and performance tool

Course content

- Understanding your natural leadership style
- Explore the nature of coaching and identify opportunities for coaching conversations
- Functional Ego States: Exploring a model for behaviour
- Explore a coaching model: the stages in the coaching process
- Identify the key skills required for each stage of the process
- Utilising the coaching process: a series of role play scenarios to assist skill development
- Action planning for success

Course Techniques and materials

Developing coaching skills requires a sound process and the opportunities to practice in a safe environment, which is exactly what we provide. In addition, you'll receive workbooks, slide sets and plenty of hints and tips.

Course Duration: 1 day

Course Fees: £375/ delegate. Refreshments are provided (*discounts apply for group bookings*)



Motivation in the workplace (LM05)

"Really great people make you feel that you, too, can become great"
Mark Twain

Motivating a team is potentially more vital now than ever before. Today's workplace is undergoing constant and rapid change. Threats of job loss, role changes, pay freezes or pay cuts impact daily. How do you go about managing and motivating a team to perform?

This course, whilst not offering a panacea to today's economic pressures, does deliver practical applications based on psychological and organisational models of human behaviour. Despite what many employers believe, an increase in salary is usually only a short term motivator. Would you like to understand how to motivate a team for the longer term? The relationship with our manager can have a far greater impact on our motivation than our pay cheque.

Suitable for: Managers or Team leaders wishing to engage with their teams to produce greater results and greater satisfaction. Highly recommended for new Managers or Team leaders who aim to 'get it right first time'.

Learning Objectives

- Understand the key motivation theories
- Map out your 'Circle of concern' versus 'your Circle of Influence'
- Develop appropriate and relevant motivation strategies
- Develop a sustainability & communication plan

Course Content

- Understanding our motivations in the workplace (and beyond). Key motivation theories: Herzberg, Maslow, McClelland, Expectancy theory.
- Understanding our own and others 'personal drivers'
- The circle of influence and the circle of concern
- Developing a motivational 'tool kit'
- Applying the theory: what does it mean for you? For your Team?
- The 'Psychological contract'
- The power of coaching in the workplace
- The 'paradox of control'
- The positive power of feedback
- Action planning for a motivated future

Course Techniques & Materials:

Whilst this course presents various theories, it's highly interactive, insightful and solutions focused. Workbooks & slides are provided as a basis and group exercises, facilitation and case studies aim to build on each delegates learning.

Course Duration: 1 day

Course Fees: £375 per delegate. Refreshments are provided. (*Discounts apply for group bookings*)



Creative Thinking and Problem Solving (LM06)

Creative thinking is not a talent, it is a skill that can be learnt. It empowers people by adding strength to their natural abilities which improves teamwork, productivity and where appropriate profits.
Edward De Bono

Creative thinking techniques can act as a springboard for innovation and ideas, contribute towards higher quality decision making and within a team setting can generate energy and team synergy. Problem solving often involves decision making and our natural personalities inform our decision making processes. Some of the variables include, speed, the amount of information we need to feel comfortable, whether we tend to rely on logic or 'gut-feeling' and how important it is for us to keep our options open. Effective problem solving and decision making are essential skills in life and business, for leadership & management.

This course is designed for anyone who wishes to inject some creativity into their environment and improve their decision making skills. It has been designed to give a fundamental process for problem solving, which gives a logical method for considering and fixing problems and contains a mix of techniques that represent a range of active experimentation, logical, reflective and creative tools. A quick question for you..... If it takes six men six days to dig six holes, how long will it take one man to dig half a hole?

Course objectives

- Understand our own decision making preferences and processes
- Understand our areas for development
- To provide a process for problem solving
- To provide a comprehensive 'tool-kit' of creative thinking techniques
- To know which tools are the most useful for given situations and problems

Course techniques and materials

An interactive workshop involving many practical problem solving exercises and scenarios. Comprehensive workbooks detailing the various techniques covered providing a useful tool-kit to take back to the workplace

Course Fees: £357/delegate (*discounts apply for group bookings*)

Oh! the answer is.....there is no such thing as half a hole, a hole is a hole



Assertiveness skills for life (PD01)

"The basic difference between being assertive and being aggressive is how our words and behaviour affect the rights and well being of others."
Sharon Anthony Bower

A highly recommended course for anyone wishing to engage in more productive working relationships. Whilst some are naturally more assertive, we can all learn to be positively assertive whilst maintaining and even improving our relationships. This course will build on individuals' self esteem and confidence. It offers practical frameworks for adopting Assertive behaviours whilst constructively managing situations or people they potentially find difficult.

Learning Objectives

- Recognise the difference between Assertive, Passive & Aggressive behaviours
- Recognise our own rights and the rights of others
- Understand our own drivers and overcome confidence issues
- Use body language to aid assertive communication
- Confidently apply positive Assertion
- Learn strategies to Manage potentially difficult people and situations.
- Develop a sustainable Action Plan for the workplace and life

Course content, techniques & Materials:

An interactive day in a supportive environment that encourages us to challenge unhelpful beliefs and develop positive behaviours. We employ the Transactional analysis model to examine behaviours and our drivers. We examine real life scenarios and apply relevant models and frameworks. Course books and slide sets are provided. Delegate follow-up by email or phone coaching is offered.

Course Duration: 1 day

Course Fees per delegate: £300. Refreshments are provided. (*Discounts apply for group bookings*)



Dealing with difficult people & situations (PD02)

"When dealing with people, remember you are not dealing with creatures of logic, but with creatures of emotion, creatures bristling with prejudice, and motivated by vanity and pride" Dale Carnegie

"Knowing your own darkness is the best method for dealing with the darkness of other people" Dale Carnegie

Dealing with difficult people, whether it be at work or elsewhere, can make your day much more stressful. Sometimes, it can even be the very reason you dislike your job. You may think "My job would be perfect if _____ would leave the company". This added stress can make for a much tougher day, and can leave you frustrated and unhappy. So, how do you deal with these people? Firstly, you cannot make them go away, so learning effective strategies is a more realistic approach. What if you find some of your company's most valued clients or customers 'difficult'? Are you achieving the outcomes you would like from these people? This course provides insights into what drives individuals' behaviours and provides delegates with strategies to positively and effectively deal with difficult people and situations.

Course Outcomes

- Recognize how your own attitudes and actions impact on others
- Find new and effective techniques for managing negative emotions
- Develop coping strategies for dealing with difficult people and difficult situations
- Identify those times when you have the right to walk away from a difficult situation
- Understand what conflict is and how it can escalate.
- Recognize the five most common conflict resolution styles and when to use them

Course Content

- The essentials of good communication- non verbal and verbal
- Analysing your conflict resolution profile
- Recognising classic profiles of difficult people
- Recognising personality types that you may clash with unconsciously
- Importance of assertive behaviour in conflict situations
- 'Grasping the nettle'
- Rehearsals using new techniques including a coaching model
- Action plan to leave with

Course Techniques & Materials

A safe environment in which to explore the behaviours and situations that cause us difficulty, discomfort and frustration. We explore a range of behavioural models and incorporate exercises that build understanding and confidence to enable delegates to manage and even 'tackle' head-on, scenarios they would have previously avoided or didn't handle with the skills and assertiveness they'll gain from this course. Workbooks and slide sets are provided.

Course Duration: 1 day

Course Fees: £375/ delegate. Refreshments are provided. *(Discounts apply for group bookings)*



Effective Time Management (PD03)

***"Until we can manage time, we can manage nothing else."
Peter F. Drucker***

If you're too busy or stressed for this course, then maybe you'll find it more useful than you think. 'Work-life' balance is a common source of discontent in many organisations across many sectors. Globalisation, leaps in IT, our 24 hour society, virtual teams, conflicting priorities, even 'open-offices' can all be factors that impact on our time management and W/L Balance. Often, we perceive that we are just too busy or overworked to take time out to analyse where and how we are spending our time or why we may not be meeting all of our work obligations. Maybe you are reaching all of your work priorities but recognise that the personal impact is not sustainable.

This practical course aims to enable delegates to manage their time more effectively, to prioritise and realise the options and choices open to them and to deal effectively with people or situations that needlessly steal precious time- whilst maintaining positive relationships. Suitable for anyone who recognises a personal need for increased effectiveness through improved time management. The course requires the completion of a 'Time & Energy Analysis Sheet' for 1 week prior to the course. We limit the delegate numbers to 6 for this course to afford time for personal coaching and exploration.

Learning Outcomes

- Understanding our life priorities and our work priorities
- Understand our personal 'time-bandits' and our part in this
- Understand time management theories
- Develop effective and personal time-management strategies

Course Content

- Setting SMARTER objectives
- Scheduling & time prioritisation matrix
- Visualising a compelling future
- Understanding procrastination
- Effective Action Planning
- Decision making
- Analysing our time sheets & reviewing our current work patterns
- Identifying our 'time bandits'
- Managing and planning for interruptions
- Practical tips and applications
- Coaching and Action Planning

Course Techniques & Materials

This course employs a number of self reporting questionnaires & time-sheet analysis to develop an understanding of personal preferences and how this impacts on time management & prioritisation. It's designed to be reflective & interactive and employs practical interventions for a more 'self-managed' future.

Course duration: 1 day.

Course Fees per delegate: £375. Refreshments are provided. (*Discounts are available for group bookings*)



Goal Setting (PD04)

“It is not enough to take steps which may some day lead to a goal: each step must itself be a goal and a step likewise “Johann Wolfgang de Goethe
“In the absence of clearly defined goals, we become strangely loyal to performing daily acts of trivia”
– Author unknown

What would a game of football be like without goals? What would happen if you asked for a train ticket without stating the destination? We all recognise that we need to have goals yet we don't spend time writing any. Success has a habit of coming to those people who decide exactly what they want, define it clearly and precisely, write down the goal and the action plans to achieve it and work towards the goal with flexibility. Dr. Maxwell Maltz, author of the classic Psycho-Cybernetics, said that human beings have a built-in goal seeking "success mechanism" that is part of the subconscious mind. This success mechanism is constantly searching for ways to help us reach our targets and find answers to our problems. According to Maltz, we work and feel better when our success mechanism is fully engaged going after clear targets. All we have to do to use this mechanism is to give it a target. Without one, our success mechanism lies dormant, or worse, pursues targets we didn't consciously choose. This course provides the opportunity for delegates to learn how to set goals.

Learning Outcomes

- Understand the importance of goal setting both in work and at home
- Goal setting strategies including a personal vision statement
- How to set defined goals and a written action plan to achieve it

Course Content

- Exploration of what creates success and importance of attitude in Goal setting
- Examining belief systems, self esteem, self talk and the barriers to achieving goals
- Why we need to set goals and why we don't set goals- difference between outcome and behavioural goals
- Use of physiology and visualization to help with setting goals- use of a tool to help delegates identify where they want to set goals
- Motivation strategies – away from pain/towards pleasure
- Understanding the use of a written action plan with short, medium and long term objectives as essential for achieving success
- Using a coaching model to begin self coaching

Course techniques and materials

A highly participative and motivational course designed to empower individuals. Slide sets and personal workbooks are provided.

Course Duration: 1 day

Course Fees: £375/ delegate. Refreshments are provided (*discounts apply for group bookings*)



Practical Presentation Skills (PD05)

***"There are always three speeches, for every one you actually gave. The one you practiced, the one you gave, and the one you wish you gave."
-- Dale Carnegie***

According to some sources, fear of public speaking ranks as the number 1 phobia, out-ranking the fear of death. It can hold back careers as the overwhelming anxiety can prevent people from putting themselves forward for roles that involve presenting to groups. Imagine what it would feel like to feel so confident that you enjoyed presenting and positively looked forward to each opportunity! It is possible and it can become your reality.

This course covers the physical skills and techniques you'll need to deliver confident and engaging presentations as well as helpful formats for structuring your content and dealing effectively with Q&A sessions.

Ideal for anyone new to presenting and those wishing to overcome their anxieties and build their confidence.

Learning objectives

- To identify the most appropriate structure and format for a successful presentation
- To practice and develop the physical skills for confident and successful presentations
- Delivering with visuals
- Persuade with evidence
- Deal confidently with objection handling and Q&A sessions

Course content

- Identify the types of presentations you need to deliver
- Identify personal stumbling blocks
- Focusing on the physical skills of presenting:
 - Communicating 'eye-to-eye'
 - Projecting your vocal energy
 - Developing your voice
 - Utilising your body energy
- An anchoring technique for successful presentations

Planning for success

- Starting the process: what, why, who?
- Knowing your audience
- Choosing a format
- Persuasion techniques
- Guidelines for choosing your medium & creating your visuals
- Guidelines for delivering your visuals

Questions and answers

- Structuring your Q&A
- Re-phrasing the issue

Reinforcing your new skills

- Practice and more practice



Course techniques and materials

We build on the physical skills by focusing on one aspect at a time; delegates deliver initial presentations of just one minute. During the course of the day, presentation lengths increase in duration as we build in more skills and techniques. This is an intensive but highly supportive day during which delegates are videoed during each mini-presentation and then given private, constructive 1:1 feedback from one of the facilitators. Delegates take away their personal DVDs, which chronicle their progress. Just the act of reviewing personal progress serves to build confidence. Delegate numbers are limited to 8 in order to maximise time for personal coaching, giving a facilitator/delegate ratio to 1:4. Smaller course numbers tends to reduce the general anxiety levels commonly felt by delegates attending this type of course. We find it to be an additional advantage that the open courses provide a degree of safety through anonymity. It can be easier to expose our potential vulnerabilities or fears in front of a group that we can choose never to meet again or even disclose our surnames!

Course duration: 1 day

Course Fees: £425/ delegate. Refreshments are provided (*discounts apply for group bookings*)



Dealing with Stress in the workplace (PD06)

Stress is the trash of modern life - we all generate it but if you don't dispose of it properly, it will pile up and overtake your life.
~Terri Guillemets

Stress, the modern epidemic. We work longer and harder than ever before and with that many of us begin to suffer from stress and stress related illnesses. We may not even recognise that our symptoms are stress related. It is estimated that work-related stress, depression or anxiety affected 415 000 individuals who had worked in the last 12 months in 2008/09 (prevalence) with a corresponding estimated 11.4 million lost working days due to these work-related conditions. This represents an estimated average of 27.5 working days lost per affected case and makes stress, depression or anxiety the largest contributor to the overall estimated annual days lost from work-related ill-health in 2008/09.

We may not be able to easily change our jobs or remove the factors from our lives that cause us stress, however we are able to change how we react to them. We have more control than we believe and more options than we think. Employers have a responsibility to manage and mitigate against stress in the workplace. This course gives individuals the opportunity to examine their personal causes of stress and provides effective strategies for personal management. It also includes an outline of Manager's responsibilities for their employees well being and mental health in the workplace.

Learning objectives

- To understand the choices available when faced with stressful situations
- To understand our personal triggers and responses
- To develop personal strategies for effectively handling our stress

Course content

- Understanding stress and its many manifestations
- Exploring the causes of stress in the workplace
- The positive and negative effects of pressure
- The cost of stress, both personal and at work
- A manager's responsibilities regarding stress in the workplace
- Problem people, problem jobs, our work environment
- Developing understanding through the exploration of a case study
- Recognising our triggers and understanding our personal drivers
- Developing personal coping strategies: the use of stress diaries, relaxation techniques, visualisation, and personal physiology.
- Action planning and next steps

Course Techniques and materials

The emphasis is on involvement and taking ownership for our own mental well-being by firstly understanding ourselves and by then applying effective strategies for self management and how we choose to respond to situations that we face. Personal work books and stress diaries are provided.

Course duration: 1 day

Course Fees: £375/ delegate. Refreshments are included. (*discounts apply for group bookings*)



Successful Selling Skills: A Consultative Approach (CS01)

"The fact is, everyone is in sales. Whatever area you work in, you do have clients and you do need to sell."

Jay Abraham –

"If you do build a great experience, customers tell each other about that. Word of mouth is very powerful."

Jeff Bezos –

Is selling a skill, an art or a process? The word "selling" takes on different meanings to different people at different times. Most people even those in sales seldom agree with the oft used statement "all selling is the same." Put simply, it is a conversation between two people where a product or service is exchanged at the end. Successful selling requires core skills blended with the right attitude and beliefs and a desire to reach 'win-win' outcomes with customers and clients for the long term. Customers that have felt manipulated into a sale rarely afford you the chance to do the same again. Consultative selling requires you to be part of a business solution and distinguishes you, your product or service from the competition.

Suitable for those new to sales and those requiring additional skills, knowledge and structure.

Learning Objectives

- Understand and apply successful sales behaviours
- Understand customer behaviours and needs and how to build rapport
- Adapt a process for consultative selling
- Apply appropriate questioning & negotiating techniques
- Apply appropriate presentation techniques
- Know what you've achieved and what you can achieve

Course Content

- Creating the right mind set for successful selling-
- Pre-call planning and organization/ goal clarity/win-win outcomes/maximum and minimum outcomes
- Importance of territory/customer/ product & service knowledge
- Sales model and process including rapport building and customer motivation
- Questioning and listening skills and presenting features and benefits
- Handling objections and closing the sale and follow up
- Rehearsals of selling scenarios
- Making appointments and getting interviews
- Action planning

Course techniques and Materials

An interactive course that examines customer and sales peoples' behaviour and mind-sets. A generic sales model is offered as a process and the skills required for each stage of the process are explored and developed. Workbooks and slide sets are provided.

Course Duration: 2 Days

Course Fees: £650/delegate. Refreshments are provided. (*Discounts apply for group bookings*)



Negotiating & Influencing Skills (CS02)

"Any business arrangement that is not profitable to the other person will in the end prove unprofitable for you. The bargain that yields mutual satisfaction is the only one that is apt to be repeated."
B.C Forbes

Negotiation plays a key role in everyday business life, from the more obvious sales pitch to the negotiation for limited resources. We may have to negotiate with external customers or suppliers and internally for budgets, time, even salaries. Many perceive negotiations to be a game in which there are winners and losers and find the whole concept or process uncomfortable. This course provides delegates with positive strategies for achieving 'win-win' outcomes in their negotiations, building confidence and skills.

Learning objectives

- Recognising the types of negotiation and their relative merits
- Feel confident in planning for negotiations
- Develop the interpersonal skills required for flexible 'win-win' outcomes
- Build long term business relationships

Course content

- Defining negotiation & the various approaches
- Exploring personal beliefs around negotiation techniques
- Negotiation versus influencing
- The 8 steps of 'win-win' negotiations
- Creating a strategic 'game-plan'.
- Clarity around negotiables, non-negotiables and concessions
- The other person's perspective: second positioning
- Differentiating between the 'position' and the 'interest'
- Building Rapport
- Questioning & listening skills
- Negotiation strategies and recognising the 6 types of power
- Closing skills
- Practical games and exercises

Course techniques & materials

Role play, high interaction, a dose of Transactional Analysis and NLP, a workable negotiation model, work books and slide sets to aid skill development and confidence.

Course duration: 1 day

Course Fee: £375/delegate. Refreshments are provided (*discounts apply for group bookings*)



Developing Excellence in Customer Service (CS03)

"Although your customers won't love you if you give bad service, your competitors will."
KATE ZABRISKIE

This course has been designed for those companies that have customers and would sincerely like to retain them! It's a well recognised fact that it costs far more to gain new customers than to retain existing customers, yet many small companies through to large organisations consistently neglect the fact that customer service is an integral part of their package, whether you're selling a product or a service. Excellence in customer service can provide you with the competitive advantage you need. This course focuses on the behavioural aspects of customer service, provides strategies for dealing with customer complaints and difficult customers. We also examine how to incorporate this skill at all levels of the organisation, embedding it within the company's culture. If you have a small to medium sized company and don't have internal training provision, then this course can be adapted to your requirements. If you have employees who require some 'up-skilling' or would benefit from learning some effective strategies, then book them onto one of our open courses and see the difference it makes to your bottom line. Customer complaints are an opportunity to improve and to further engage with the customer for win-win outcomes.

Learning outcomes

- To understand the importance of customer service to the overall profitability of the company
- To understand who are our internal customers as well as our external customers
- To be inspired to make a positive difference to internal and external customers
- Develop behaviours and strategies to manage complaints and difficult customers

Course contents

- Examining case studies to introduce the concept and importance of customer service
- Examining attitudes, beliefs, pro-activity and company culture
- Understanding Customer behaviours (internal and external)
- Introducing Customer Service principles
- Introducing Customer Service staff core competencies
- Strategies for how to deal with difficult people and aggression
- A framework for dealing with customer complaints
- Customer feedback and retention
- Action planning

Course duration: 1 day

Course Fees: £375/delegate. Refreshments are provided (*discounts apply for group bookings*)



FORGE AHEAD TRAINING AND DEVELOPMENT: OPEN COURSES

Course: MBTI	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Myers Briggs Personality Indicator	£375	1 day	Swansea			28th				
Myers Briggs Personality Indicator	£375	1 day	Cardiff	28th		19th		10th		
Myers Briggs Personality Indicator	£375	1 day	Bristol	11th		18th		15th		
Myers Briggs Personality Indicator	£375	1day	Plymouth				24th			
Myers Briggs Personality Indicator	£375	1 day	Gloucester			20th			1st	
Myers Briggs Personality Indicator	£375	1 day	Swindon	25th		17th			8th	
Myers Briggs Personality Indicator	£375	1 day	Birmingham	25th		16th		27th		

Course: LM01	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
An introduction to Leadership & Management	£750	2 days	Swansea					7th		
An introduction to Leadership & Management	£750	2 days	Cardiff		13th		29th			
An introduction to Leadership & Management	£750	2 days	Bristol		12th			4th		
An introduction to Leadership & Management	£750	2 days	Plymouth		20th			5th		
An introduction to Leadership & Management	£750	2 days	Gloucester		14th			6th		
An introduction to Leadership & Management	£750	2 days	Swindon		7th		29th			
An introduction to Leadership & Management	£750	2 days	Birmingham		5th			27th		

Course: LM02	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
An introduction to Team Leadership	£750	2 days	Swansea				27th		25th	
An introduction to Team Leadership	£750	2 days	Cardiff				14th		16th	
An introduction to Team Leadership	£750	2 days	Bristol				20th		15th	
An introduction to Team Leadership	£750	2 days	Plymouth				20th		23rd	
An introduction to Team Leadership	£750	2 days	Gloucester				22nd		18th	
An introduction to Team Leadership	£750	2 days	Swindon				15th		17th	
An introduction to Team Leadership	£750	2 days	Birmingham				13th		23rd	

Course: LM03	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Performance Management and Appraisals	£375	1 day	Swansea		22nd				11th	
Performance Management and Appraisals	£375	1 day	Cardiff		6th				9th	
Performance Management and Appraisals	£375	1 day	Bristol		15th				11th	
Performance Management and Appraisals	£375	1 day	Plymouth		8th				10th	
Performance Management and Appraisals	£375	1 day	Gloucester		9th				10th	
Performance Management and Appraisals	£375	1 day	Swindon		16th				12th	
Performance Management and Appraisals	£375	1 day	Birmingham		9th				9th	

Course: LM04	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Coaching for Performance	£375	1 day	Swansea		22nd		9th			
Coaching for Performance	£375	1 day	Cardiff		6th		7th			
Coaching for Performance	£375	1 day	Bristol		15th		8th			
Coaching for Performance	£375	1 day	Plymouth		8th		8th			
Coaching for Performance	£375	1 day	Gloucester		1st		9th			
Coaching for Performance	£375	1 day	Swindon		16th		7th			
Coaching for Performance	£375	1 day	Birmingham		19th		6th			

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Course LM05	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Motivating a Team	£375	1 day	Swansea		29th		9th			
Motivating a Team	£375	1 day	Cardiff		27th		7th			
Motivating a Team	£375	1 day	Bristol		22nd		8th			
Motivating a Team	£375	1day	Plymouth		28th		8th			
Motivating a Team	£375	1 day	Gloucester		23rd		9th			
Motivating a Team	£375	1 day	Swindon		21st		7th			
Motivating a Team	£375	1 day	Birmingham		20th		6th			

Course: LM06	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Creative Thinking and Problem Solving	£375	1 day	Swansea		1st				4th	
Creative Thinking and Problem Solving	£375	1 day	Cardiff	15th		5th			2nd	
Creative Thinking and Problem Solving	£375	1 day	Bristol	17th		4th			4th	
Creative Thinking and Problem Solving	£375	1day	Plymouth	17th		4th			5th	
Creative Thinking and Problem Solving	£375	1 day	Gloucester	16th		6th			3rd	
Creative Thinking and Problem Solving	£375	1 day	Swindon	15th		3rd			4th	
Creative Thinking and Problem Solving	£375	1 day	Birmingham	16th		2nd			2nd	

Course: PD01	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Assertiveness skills for life	£300	1 day	Swansea		22nd		28th			
Assertiveness skills for life	£300	1 day	Cardiff		6th	23rd	23rd			
Assertiveness skills for life	£300	1 day	Bristol	18th	15th		21st			
Assertiveness skills for life	£300	1 day	Plymouth		8th		22nd			
Assertiveness skills for life	£300	1 day	Gloucester	18th	1st		23rd			
Assertiveness skills for life	£300	1 day	Swindon		16th	27th	29th			
Assertiveness skills for life	£300	1 day	Birmingham		19th	25th	28th			

Course: PD02	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Dealing with Difficult People & Situations	£375	1 day	Swansea	24th			17th		11th	
Dealing with Difficult People & Situations	£375	1 day	Cardiff	22nd			14th		9th	
Dealing with Difficult People & Situations	£375	1 day	Bristol	24th			16th		11th	
Dealing with Difficult People & Situations	£375	1 day	Plymouth	23rd			3rd		10th	
Dealing with Difficult People & Situations	£375	1 day	Gloucester	21st			3rd		10th	
Dealing with Difficult People & Situations	£375	1 day	Swindon	23rd			15th		12th	
Dealing with Difficult People & Situations	£375	1 day	Birmingham	22nd			13th		9th	

Course: PD03	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Effective Time Management	£375	1 day	Swansea				17th			3rd
Effective Time Management	£375	1 day	Cardiff				15th		30th	
Effective Time Management	£375	1 day	Bristol				16th			2nd
Effective Time Management	£375	1day	Plymouth				17th			2nd
Effective Time Management	£375	1 day	Gloucester				3rd			3rd
Effective Time Management	£375	1 day	Swindon				16th		30th	
Effective Time Management	£375	1 day	Birmingham				14th		29th	



Course: PD04	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Goal Setting	£375	1 day	Swansea							3rd
Goal Setting	£375	1 day	Cardiff				23rd		30th	
Goal Setting	£375	1 day	Bristol				20th			2nd
Goal Setting	£375	1day	Plymouth				21st			2nd
Goal Setting	£375	1 day	Gloucester				22nd			3rd
Goal Setting	£375	1 day	Swindon				30th		30th	
Goal Setting	£375	1 day	Birmingham				27th			29th

Course: PD05	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Presentation Skills	£425	1 day	Swansea					11th		
Presentation Skills	£425	1 day	Cardiff				2nd			
Presentation Skills	£425	1 day	Bristol					14th		
Presentation Skills	£425	1day	Plymouth					19th		
Presentation Skills	£425	1 day	Gloucester					20th		
Presentation Skills	£425	1 day	Swindon				1st			
Presentation Skills	£425	1 day	Birmingham				12th			

Course: PD06	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Dealing with Stress	£375	1 day	Swansea					18th		
Dealing with Stress	£375	1 day	Cardiff			5th		27th		
Dealing with Stress	£375	1 day	Bristol			4th		28th		
Dealing with Stress	£375	1day	Plymouth			26th		25th		
Dealing with Stress	£375	1 day	Gloucester			6th		26th		
Dealing with Stress	£375	1 day	Swindon			3rd		25th		
Dealing with Stress	£375	1 day	Birmingham			2nd		22nd		

Course: CS01	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Successful Selling: A consultative Approach	£650	2 days	Swansea		20th					25th
Successful Selling: A consultative Approach	£650	2 days	Cardiff		13th					16th
Successful Selling: A consultative Approach	£650	2 days	Bristol		12th					15th
Successful Selling: A consultative Approach	£650	2 days	Plymouth		20th					23rd
Successful Selling: A consultative Approach	£650	2 days	Gloucester		14th					18th
Successful Selling: A consultative Approach	£650	2 days	Swindon		7th					17th
Successful Selling: A consultative Approach	£650	2 days	Birmingham		5th					23rd

Course: CS02	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Negotiation and Influencing Skills	£375	1 day	Swansea	14th						4th
Negotiation and Influencing Skills	£375	1 day	Cardiff	15th	29th					2nd
Negotiation and Influencing Skills	£375	1 day	Bristol	17th	28th					4th
Negotiation and Influencing Skills	£375	1day	Plymouth	17th						3rd
Negotiation and Influencing Skills	£375	1 day	Gloucester	16th	30th					3rd
Negotiation and Influencing Skills	£375	1 day	Swindon	15th	27th					4th
Negotiation and Influencing Skills	£375	1 day	Birmingham	14th	26th					2nd

Course: CS03	Cost	Length	Location	June	July	Aug	Sept	Oct	Nov	Dec
Developing Excellence in Customer Service	£37 5	1 day	Swansea	24th				7th		
Developing Excellence in Customer Service	£37 5	1 day	Cardiff	22nd				8th		
Developing Excellence in Customer Service	£37 5	1 day	Bristol	24th		18th		5th		
Developing Excellence in Customer Service	£37 5	1day	Plymouth	23rd				5th		
Developing Excellence in Customer Service	£37 5	1 day	Gloucester	21st		20th		6th		
Developing Excellence in Customer Service	£37 5	1 day	Swindon	23rd		17th		13th		
Developing Excellence in Customer Service	£37 5	1 day	Birmingham	22nd		16th		4th		

FEEL FREE TO CONTACT US WITH ANY ENQUIRIES:

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MBTI® SUPPLEMENTARY INFORMATION - What is the MBTI® ?

A self report questionnaire designed to make Carl Jung's theory of Psychological Type more accessible and understandable in everyday life. Taking the inventory and receiving feedback from a trained practitioner can greatly help individuals understand more about themselves and others. Developing awareness of one's own type and that of others can positively impact on working and personal relationships. We develop greater understanding, improved communication skills, work with each other's strengths and have more awareness of how we might be perceived by others of a different type. If you work with people (and most of us do) then you'll gain invaluable insights from understanding this seminal work of behavioural psychology, particularly as Isabel Myers and Katherine Briggs have brought it to us with the positive intent of recognising and valuing our unique gifts and insights and then learning what individuals of a different type offer also.

Jung concluded that differences in behaviour results from our inborn tendencies to use our minds in different ways. The MBTI tool explores these differences as our 'Preferences' across four 'Dichotomies'.

THE FOUR DICHOTOMIES	WHAT DOES THIS MEAN?
<p>(ORIENTATION OF ENERGY)</p> <p>EXTRAVERSION VS INTROVERSION</p> <p><i>(The E -I Dichotomy)</i></p>	<p>Where do I <i>prefer</i> to focus my attention?</p> <p>Do I <i>prefer</i> to focus on the external world or the internal world?</p> <p>Which focus tends to energise me?</p> <p>Is outwardly towards people & activities or inwardly towards reflection on memories & thoughts?</p>
<p>(MENTAL FUNCTION)</p> <p>SENSING VS INTUITION</p> <p><i>(The S- N Dichotomy)</i></p>	<p>(My PERCEIVING FUNCTION)</p> <p>How do I <i>prefer</i> to take in information?</p> <p>Do I tend to focus on factual information or do I tend to focus on connections between the facts?</p>
<p>(MENTAL FUNCTION)</p> <p>THINKING VS FEELING</p> <p><i>(The T-F Dichotomy)</i></p>	<p>(My JUDGING FUNCTION)</p> <p>How do I <i>prefer</i> to make decisions?</p> <p>Do I tend to focus on the logical consequences of a situation or on what is important to me and those involved?</p>
<p>(ORIENTATION IN THE EXTERNAL WORLD)</p> <p>JUDGING VS PERCEIVING</p> <p><i>(The J-P Dichotomy)</i></p>	<p>How do I deal with the outside world?</p> <p>Do I <i>prefer</i> to live in a planned and organised way, to regulate and manage my life and come to quick decisions or do I <i>prefer</i> to have flexibility, spontaneity and stay open to last minute solutions?</p>



Combinations of the four dichotomies above, gives rise to 16 Psychological Types. There are no right or wrong preferences or types, each has its unique value and strengths and similarly potential development areas or 'blind spots'. You may have read the brief descriptions above and felt instinctively about your own preferences, or you may have felt certainty over some and confusion with others. (All reactions are valid). Our Psychological type is more than a sum of its constituent parts...there is a dynamic interaction between the preferences and we each have a 'Dominant Function', i.e. the one we trust the most. This dominant function is the one we focus on developing first during childhood. Have you noticed how some young children are enveloped in fantasy or creation, whilst others crave books and knowledge? Some will occupy themselves in a solitary activity and others dislike to be alone? Again, no rights or wrongs, just preferences.

What confuses many is that they have the feeling that they have no preference, they do both. The answer is that we are adaptive, we learn behaviours and ways of being to fit our circumstances; however, we do still have innate preferences that ultimately forge our behaviours. Obviously, our environment, our parents, our external influences all contribute to our overall personalities but that doesn't detract from our original preferences. It can be useful to discover if our current environment is supporting our preferences-or to examine our sources of stress and relate this back to our preferences.

If you'd like to discover your innate strengths, develop flexible communication and leadership skills, then this is a course for you. If you work in Education and would like to flex your style to accommodate all types, then this will give you wonderful insights. If you work in sales or marketing, then understanding other's types is essential. If you work with people and would like to improve your people skills, then do start here.