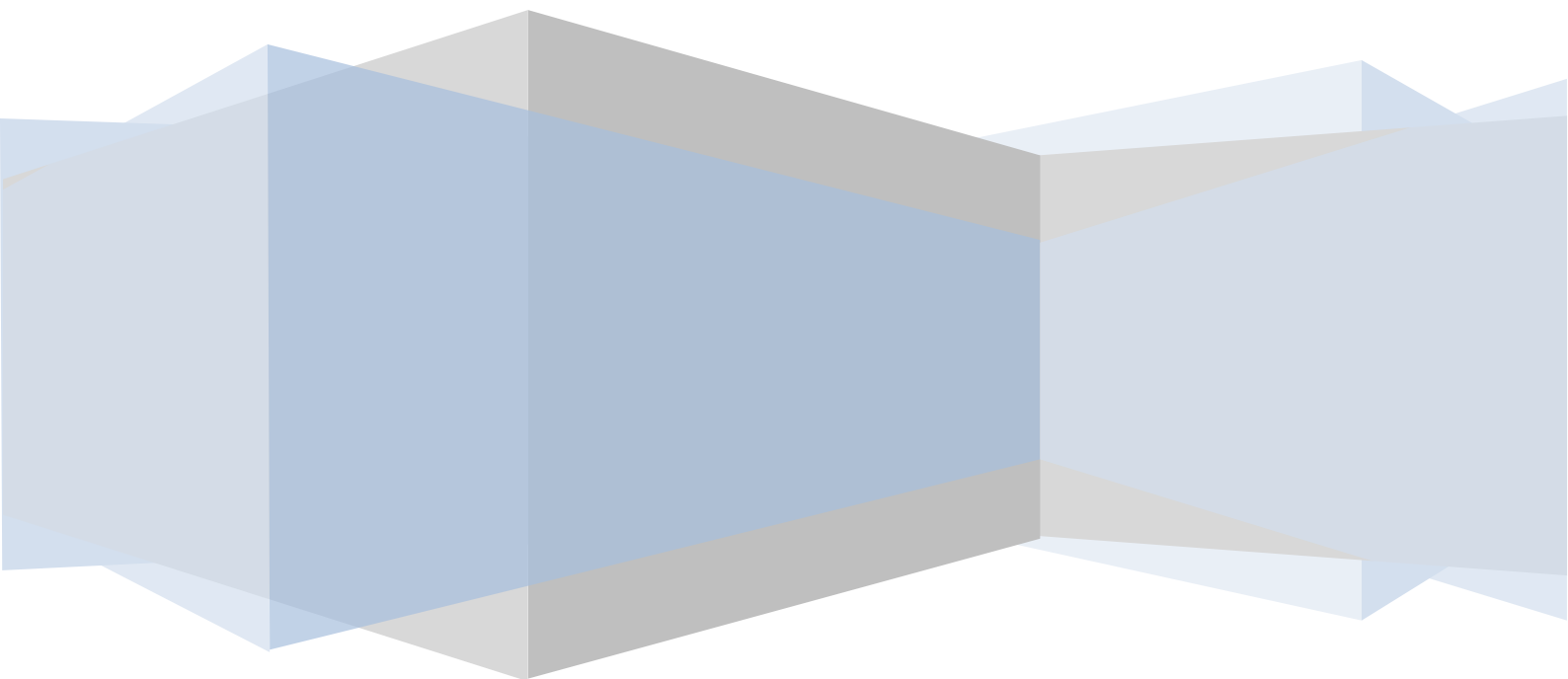


Personal and Professional Development

Ormond Coaching and Training
Plan for your future today or tomorrow
will pass you by



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Welcome

For a business to survive it needs Capital, Time and People. Research has shown that time and effective management of that time affects every aspect of every business. Ormond Coaching and Training will work with you to help you maximise the use of your time and achieve improved results by developing the skills and competencies of your staff.



Ormond Coaching and Training specialise in personal, leadership and team development. We customise learning and development interventions to meet your current needs.



The following diagram shows the range of programmes offered by Ormond Coaching and Training.





The above diagram describes the various support and consultancy activities we offer.

Our Approach

Our aim is to empower people to develop their skills and strengths and to maximise their potential and find fulfilment in their work and life. Our focus is on people development, your development. We work with you to help you identify opportunities to move forward to greater success. To achieve this all programmes are tailored both in content and in approach to meet the needs of the organisation and the participants.

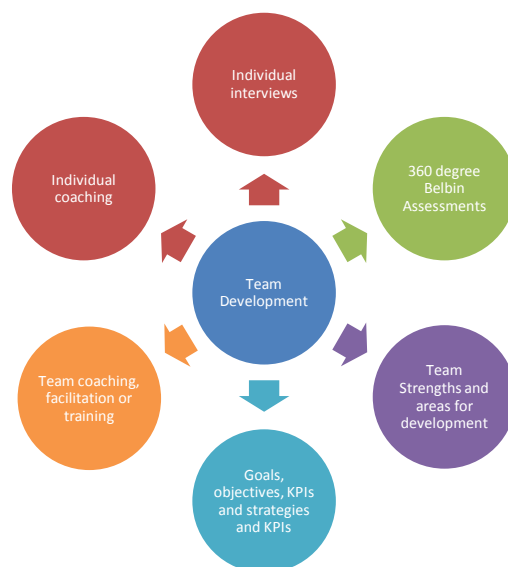
1. Learning and Development objectives are discussed and agreed prior to development of programmes
2. The different interventions are discussed and agreed to meet the learning objectives and match to the learner profile
3. Workshops are run using a highly participative and interactive style where challenges, common scenarios and situations are shared and discussed in an open and relaxed environment.
4. All interventions are run to ensure transfer of learning to the work place

Team Development

“No member of a crew is praised for the rugged individuality of his rowing.” Ralph Waldo Emerson

Organisations are fundamentally about people working together and yet so often they fail to capitalise upon the full potential of this. A team can accomplish much more than the sum of its individual members and yet frequently, groups of people are seen to achieve less than could have been accomplished by the individual members working alone. High performing teams will drive productivity. Now is the time to invest in your teams to **improve their productivity, decision making process, creativity, leadership, leadership of change initiatives and many more.**

A poor performing team makes poor use of *time, capital and people* the three crucial resources any organisation requires for success. By identifying the current behaviours and skills and the required behaviours and skills needed to create highly performing teams Ormond Coaching and Training can work with you to address the skill and behaviour gaps. Our approach includes:



1. Interviews with relevant personnel to gather a complete insight into the current situation
2. Completion of 360 degree assessments (Belbin profiling) and feedback
3. Agreement on current strengths and areas for team development
4. Facilitated discussions leading to agreement on goals, objectives and strategies to deliver to the goals.
5. KPIs would be clearly defined and agreed
6. Team coaching, facilitation, training as required
7. Individual coaching where relevant

The complete process will be agreed in advance of any programme starting.

An overview of a selection of programmes offered by Ormond Coaching and Training

Full outlines will be developed based on discussions with you and a full understanding of the objectives and learner profile.

Communication Skills

- **Communication and interpersonal skills training**

We communicate everyday however, have you ever considered how well you communicate, how effective you are? Were you able to get your point across clearly? Did the meeting end in frustration for you or for the other person? Did conflict ensue? Did you reach common understanding? Do you find it difficult to understand where the other person is coming from and vice versa? These are all common problems in everyday life. The good news is that by learning and developing good communication skills we can manage our communications to a successful outcome. Various workshops can be designed and delivered to develop communication effectiveness.

- **Influencing skills training**

“Influence may be the highest level of human skills.” Nobody works alone. We are all dependent on others for the success of projects, teams and department objectives not to mention the growth and sustainability of the organisation we work for or own. However, we have all found ourselves frustrated trying to get things done with and through others. People often leave meetings feeling that nothing has been really achieved and time has been wasted. The aim of this course is to identify how you can achieve results working with others through well honed influencing skills.

- **Presentation skills training**

The thought of giving presentations or public speaking is dreaded by most people. Many presentations fail to achieve the desired result. All they succeed in doing is wasting everyone’s time – the presenter and the audience. This is a huge cost and maybe not just in time for example it could result in a lost sales order or customer, a lost promotion, a lost opportunity, a project or budget not approved. The skills of an effective presenter can be learned and developed with practice. The aim of this workshop is to enable participants explore how to prepare effectively for presentations, how to deliver confidently, manage those nerves and to practice the necessary skills. All types of presentations can be accommodated from technical to business to sales and team presentations.

- **Customer care/service/Managing customer interactions/Customer contact skills**

People do business with people they like, trust and respect and of course where the product meets their expectations. If the quality of service meets or exceeds the expectations of your customers they will generally continue doing business with you. If it falls below their expectations and continues to do so your customers will soon be someone else's customer. Customers want their needs to be met on both the technical or problem level and the personal level. The customer will evaluate their experience on both these levels. This course will explore meeting the needs of the customer at the personal level. The course will look at simple ways that this can be delivered and the techniques to deliver service excellence. Different approaches will be taken with the course based on the participant's role and needs.

- **Train the Trainer or Effective Training Skills**

The training of staff to carry out different functions or work tasks is essential for the continued success of any organisation. Some trainers are excellent, some less so. The knowledge, skills and attitudes of your trainers will have an impact on results. The aim of this programme is to explore the skills of excellent trainers, identify what they do, how they prepare for training programmes, how to develop content and training methods to fit the programme objectives and trainee profiles and manage the different training scenarios. The programme will be developed based on your organisation and the type of training delivered.

Management Development

- **Supervisory, Leadership and Management Development**

The role of the leader or supervisor is to get results through people. You cannot rely on your position to achieve this. The leader or supervisor must have the ability to encourage high morale, motivate, communicate effectively, encourage, and develop staff. The leader or supervisor must create a spirit of involvement and co-operation and willingness to work and deliver results. The leader or supervisor only delivers when their staff delivers. Leadership is an influence-based relationship. The aim of this workshop is to explore the different skills that are required by team leaders or supervisors and how they can use them in different situations. Various workshops can be designed and delivered based on your objectives and the experience level and profile of the learners.

- **Coaching skills for managers**

Coaching is about performance enhancement. Top sports people have coaches who work with them to help them improve their performance. Today, coaching at work is becoming more and more common. It has been increasingly recognised that individuals and groups perform better with coaching. This performance translates into better results. Coaching is about learning and a good coach helps the learner to grow, to alter behaviours, to develop new successful behaviours and actions. Today, managers are expected to achieve more with fewer staff. Customers and competition are demanding more and more of us. Managers therefore need to be able to develop their teams and the people within them. By developing coaching skills a manager will learn new styles of managing and communicating and will be engaged in a personal process of continuous learning. The aim of this workshop is to enable participants explore the different skills required for effective coaching and identify how they can bring a coaching style to their work place.

- **Appraisal skills for the appraiser and/or the appraisee**

The performance appraisal is a tool that can be used to help manage performance and therefore deliver results through your staff. Appraisals and reviews form part of a company's Performance Management System. They provide an opportunity to discuss and review past performance, skills, strengths and areas for development. They should not be about blaming and finding fault. They are about praising, acknowledging, building on strengths, discussing areas of poor performance and agreeing steps to develop those weaker areas and planning steps to develop performance. When appraisals are managed and conducted well they become motivating for the staff member resulting in the development of a personal action plan. However, often they are not managed well.

Performance appraisals are usually carried out by line managers. However, few have training on the

purpose of them and how to effectively carry them out. This intensive programme is designed to give the participants the necessary skills required to effectively prepare and conduct staff performance appraisals. Your organisations procedures and forms will be used in the programme.

- **Interview Skills for the interviewer**

The interview is a conversation with a purpose, the purpose being to select the right person for the job. To do this the interviewers need to be skilled in the recruitment and selection process and interviewing. Today, too much time is lost and wasted due to inadequate preparation for interviews. This can result in even more time being wasted down the road due to issues arising from the hiring of the wrong person e.g. they leave, they require a lot of training, team issues and so on. By investing time in developing your understanding of effective recruitment processes and interview skills much time, stress and pain can be removed. This workshop will cover the key steps involved for effective recruitment and selection. Your organizations recruitment and selection policy will be used along with any relevant forms and documents.

Team Skills

- **Team Building**

“No member of a crew is praised for the rugged individuality of his rowing” Ralph Waldo Emerson.

Organisations are fundamentally about people working together and yet they so often fail to capitalise on the full potential of this. To create high performing teams all team members need to be working well together, to their strengths with excellent team spirit, cohesion and morale. If this is not the case team objectives will not be achieved. Team building is a process of enabling a “team” to reach their common objectives. This workshop aims to identify the key success factors for a performing team and help team members and leaders identify their responsibilities to achieve team success. Various workshops can be designed and delivered based on your requirements. Team building programmes can also be run using Belbin Team Roles.

- **Effective Meetings**

Meetings, meetings, meetings....how effective are they really. Many organisations waste a lot of time going to meetings. If you were to evaluate your meetings how effective would they turn out to be? Did they achieve their aims? Did they start and finish on time? Were the right people present? Meetings are necessary however they can also be made a lot more productive if the meeting organiser and attendees develop and implement the skills required.

The aim of this workshop is to enable participants explore how to organize, prepare for and manage meetings and practice the necessary skills.

- **Giving Effective Feedback**

Effective feedback is essential for performance and career development of your team. Feedback should be seen as an enabler to performance and career development. Feedback should be given constructively whether it be acknowledging and supporting work well done or helping the person recognize areas of poor performance and how to develop their performance or behaviours in these areas. Giving feedback that is performance developing is a skill that all managers need to develop. This workshop will explore the skills of giving effective feedback constructively on a continuous and informal basis.

- **Belbin Team Roles**

A Belbin Team Role is defined as *“Our tendency to behave, contribute and interrelate with others in a particular way.”* Belbin team roles are concerned with behaviours - all the things that you say and do - your observable behaviours. The Belbin assessment uses 360 degree feedback to give you an

accurate idea of how you fit into your team. Your role may be subject to some change through your career. There are nine team roles grouped into groups of 3. By understanding your team role it helps you to better understand yourself how you fit into the role and how you behave in a group situation. Knowing and understanding your own and other colleagues preferred team roles will help you work more effectively with others.

Dymphna is certified by Belbin Associates to deliver Belbin Team Roles Assessments.

In an organisation, knowing team roles of your staff enables you to identify the right people for different teams, the profile you are looking for when recruiting and completing development plans for staff. This knowledge will help you use your staff to their maximum strengths.

How can Belbin Team Roles help you?

By identifying and understanding your team roles you should try to develop them as much as possible. These are your natural strengths and the part that you can contribute the most to any team. You will become aware of the “allowable weaknesses” that your team roles have so that you can work on them to keep them to a minimum and ensure that the strengths that you offer come to the fore. You will also identify your lowest team roles. With this knowledge you should work to develop strategies to manage them and avoid having to use them. This is where team synergy comes in. Identify those people whose strengths are your weaknesses. You will find that you complement each other.

Knowing your team roles:

- Improves self-awareness and personal effectiveness
- Identify areas for development
- Foster mutual trust and understanding between work colleagues
- Team selection and team building
- Improve communication between team members
- Identify areas of weakness within the team develop a plan to address them
- Identify areas of potential conflict between team members and means of working collaboratively together
- Match people to jobs more effectively

Personal Development

- **Improving Personal Effectiveness through Time Management Techniques**

With today's busy life styles we constantly hear people saying that there aren't enough hours in the day; they'll do something when they get round to it or find the time! Unfortunately we can't make more time. However we can use our time more effectively. In fact that is what the really successful people do. They manage their time well through doing those things that matter – that deliver results; they are pro-active, they begin with the end in mind and they prioritise and plan their activities. The workshop uses the first three habits from Stephen Covey's 7 Habits of Highly Effective People for the basis of the course content. The aim of this workshop is to enable participants explore how they too can manage their time better and thus improve their effectiveness – deliver the results that matter.

- **Developing Assertiveness**

We should all strive to be assertive in all situations. Assertive behaviour achieves so much more than either submissive or aggressive behaviours. However, there are different situations in which behaviours can become submissive or aggressive. To develop assertive behaviour it is necessary to identify and recognise what your predominant style is, understand yourself and decide what you want and need to change. Then identify how to bring about the changes and develop the necessary steps or action plans to develop these new assertive skills. The aim of this workshop is to enable participants explore the different types of behaviours – submissive, assertive and aggressive and identify different tools and techniques to develop assertive skills.

- **Personal Effectiveness**

Personal development is essential for anyone who wants to maximize their potential both in and outside of work. The quality of your communication skills, degree of assertiveness, negotiation skills and conflict management skills all have an effect on the quality of your relationships which affects your overall effectiveness. The better your skills are in these areas the greater your confidence and the more effective you will be. Therefore, personal development in these areas will enhance the contribution you make at work. This course will explore these four areas.

- **Selling yourself at Interviews**

Attending interviews can be a stressful process. A lot depends on your performance during that interview. This could be your dream job, the step that you need, an opportunity to develop your career. Even if you know that you are perfect for the position the interviewers do not know this. They will be trying to find out who is the best person for the position available. Your interview success requires thorough preparation. All too often potentially good candidates are rejected due to poor interview techniques and performance. To succeed at your interview you have to sell yourself, your experience and achievements and how they match to the recruiting organisation's needs. Working with you I will help you prepare for and sell yourself confidently at your interviews.

FETAC

Ormond Coaching and Training is a FETAC registered Provider.

We offer a range of programmes leading to FETAC awards in the National Framework of Qualifications. Current programmes offered include:

Course Name	FETAC Level	Units
Coaching Skills	Level 6	<ol style="list-style-type: none"> 1. Understanding and using coaching models 2. Skills of coaching 3. Building the coaching relationship 4. Building personal effectiveness as a coach 5. Managing a coaching programme
Customer Service	Level 6	<ol style="list-style-type: none"> 1. Organisations and their customers 2. Targeting the customer 3. Principles of customer service 4. Customer contact skills 5. Setting and monitoring customer service standards 6. Consumer protection 7. Specialist Option 8. Developing a customer service programme for staff
People Management	Level 6	<ol style="list-style-type: none"> 1. Managing performance 2. Motivating, developing and empowering 3. Building effective relationships 4. Legislation, regulation and policies
Professional Development	Level 6	<ol style="list-style-type: none"> 1. Team working 2. Problem solving 3. Time management 4. Developing goals
Sales Presentation	Level 6	<ol style="list-style-type: none"> 1. Content preparation 2. Content delivery 3. Presentation style 4. Concluding presentation
Team Leadership	Level 6	<ol style="list-style-type: none"> 1. Leadership <ol style="list-style-type: none"> a. Leadership versus Management b. Motivation c. Team characteristics d. Policies and legislation 2. Role of the team leader <ol style="list-style-type: none"> a. Communication in the role b. Delegating c. Problem solving d. Meeting management e. Presentation 3. Leading a team <ol style="list-style-type: none"> a. Goals and objectives b. Communicating goals and objectives c. Monitoring progress

Course Name	FETAC Level	Units
Train the Trainer	Level 6	<ol style="list-style-type: none"> 1. Theory and training and adult learning 2. The role of the trainer 3. Training needs analysis and programme design 4. Preparing for training delivery 5. Delivery and assessment 6. Evaluation of training
Communications	Level 5	<ol style="list-style-type: none"> 1. Listening and speaking 2. Reading and writing 3. Non-verbal and visual communication 4. Communications technology
Customer service	Level 5	<ol style="list-style-type: none"> 1. Customer focus 2. Customer contact skills 3. Quality service, policy and practice 4. Dealing with difference 5. Consumer legislation
Personal Effectiveness in the workplace	Level 5	<ol style="list-style-type: none"> 1. Organisational awareness 2. The individual and the workplace 3. Problem solving 4. Presentation skills 5. Effective meeting skills 6. Participating in groups
Telesales	Level 5	<ol style="list-style-type: none"> 1. The telesales industry 2. The working environment 3. Telecommunications skills 4. Customer service 5. Database management

For more information on these or other FETAC programmes please contact us on

091 583208/087 8285002 or email info@dymphnaormond.com

Action Learning Sets

"Action Learning is an educational process whereby the participant studies their own actions and experience in order to improve performance." Wikipedia.

There are usually 6-8 people in an action learning set. The sessions enable each person to reflect on and review the action they have taken and the learning points arising. Through discussions the learning's helps to guide future performance thus improving it.

Action learning is a very simple yet powerful tool offering participants the opportunity to work on real work based issues challenges. During the action learning sets participants learn from each other.

How Action Learning Sets Work:

- The group of 6-8 people meet regularly with a facilitator
- The group is made up of peers of relatively the same level
- Each member gives an overview of their situation
- The members select who will "present" their situation or challenge
- The member describes the situation with other members listening actively
- The members then ask open questions to help the presenter to gain a deeper understanding of the situation. This in turn helps them become open to new or different options to address it
- With the help of the set the presenter reviews the options and decides on an action plan to take
- The members then reflect on the process and comment on their own learning's
- The presenter then takes their action back to the work place, implements it and reports on progress at the next meeting

Programmes will be managed to ensure that transfer of learning to the work place occurs. All training will be tailored to your needs. Ormond Coaching and Training will work with you to identify the main objectives of the programme and develop content to deliver to them.

Coaching

Whatever your role or position coaching will help you to improve your performance. Coaching works by encouraging you to identify your goals and the steps for you to take to achieve them while at the same time giving the necessary guidance, support and encouragement where required. The steps or action plans identified are owned by you. The coaching process will increase your self-awareness, identifying the areas that you need to strengthen, how to strengthen them and transfer the learning to the work place.

Benefits of coaching include:

- Coaching unlocks your potential to maximise your performance
- Increases employee productivity
- Builds better relationships with staff, colleagues, team members and other members of management staff
- Develops better communications and influencing skills with staff and between departments
- Improved personal effectiveness
- Improved decision making skills
- Developed self-awareness, improving performance and work-life balance
- Increase your self-confidence and assertiveness
- Make your meetings work
- Develop and deliver effective presentations
- Improve your own personal power
- Develop your influencing skills

Performance Coaching

Performance coaching works with individuals to help them identify steps that they can take to develop their competencies for

- a) Improved performance in current role
- b) Help them prepare for potential new roles or responsibilities
- c) Help them deliver in new roles
- d) To achieve consistent performance improvement

Example of areas Performance Coaching can be used:

- New to management or leadership role
- Managing Time
- Preparing and giving presentations

- Interview preparation – how to prepare effectively as an interviewer
- Managing relationships – with colleagues, with reportees and with the boss
- Influencing skills
- Managing/participating in meetings
- Networking

In the coaching sessions the coach and coachee look at current problems or challenges as opportunities. They are opportunities to develop greater self-awareness, learn from past experiences, and develop new behaviours to help you manage the different situations that you are or may be faced with. You identify what you want to work on and your goals. Through a dynamic conversation you explore your current situation and various options to move you towards the achievement of your goal.

HR Services

By outsourcing some or all of your HR service requirements you can dramatically reduce your costs while at the same time increase your organisational effectiveness and ensure that you comply with employment legislation. Ormond Coaching and Training can provide you with a variety of HR services. The services we offer include:

- Recruitment and Selection
 - Development and roll-out of recruitment and selection procedures
 - Assist in conducting interviews
- Development of relevant policies and procedures
 - Policies outline to all staff members the rules, guidelines and standards which are in effect within the organisation
 - Procedures ensure that the policies are implemented
 - Conduct HR workshops with staff members to establish HR policies and procedures and staff members responsibilities
- Development of employee handbook and roll-out to staff
- Identify organisational Learning and Development needs to meet the organisation's strategic objectives
- Assist in disciplinary or grievance issues
- Addressing HR issues
 - Hold one-to-one meetings with staff members to establish HR issues
 - Work one-to-one with staff members to address HR issues
 - One-to-one coaching
 - Identify priority HR issues for the organisation to action, develop and implement
- Performance Management/Development/Improvement
 - How to give motivational performance feedback
 - Managers workshop on conducting effective and motivating performance and career discussions and use of tools
 - Staff workshop on preparing for and self-management during performance and career discussions and use of tool

I look forward to working with you and your people.

Regards

Dymphna Ormond