

WELCOME TO PMSL'S LEARNING SOLUTIONS

PMSL'S LEARNING SOLUTIONS are designed to support your Performance Management System by providing practical, hands-on programmes to help you build competencies in key areas.

Our objectives are to help you to positively make a difference, improve performance and influence change within organisations. In essence all learning is part of the Performance Management function, and we work with you to make sure the programmes we do, are specific to your needs.

If you need to address challenges surrounding managing change and developing teamwork, productivity, customer service, quality leadership, supervision, effective communication and other issues which affect employee behaviour, then our learning interventions will be of great value to you.

Through fresh and creative activities, participants will gain valuable insight into their own behaviour and that of others at work, which will enable them to make a strong commitment to change.

Participants of our programmes find themselves in fun, interactive circumstances that replicate the pressures and challenges found in the workplace, but in a safe environment. Individuals discover their own learnings, based on experiences. During the debrief of the activities or workshops, they begin to understand the meaningful impact they have on their organisation's success, bringing them to a point of choice.

Thank you for your interest in PMSL. If you require additional information, please call us at (868) 622-7506 or fax us at (868) 622-7507 or you can send us an e-mail at mail@pmsl.org or visit our website at www.pmsl.org

Warm regards,

PMSL



OUR PURPOSE

PMSL's Team is **committed** to making a positive difference through a combination of learnings accumulated over collective lifetimes and continuous research and update of information and technology.

PMSL's approach is to work with you to **help you improve performance** through understanding your needs and developing solutions to meet these needs, and to leave you with strategies and tools you can use after we have left.

Our focus is **behaviour and attitudes** which impact on individual, job and organisation performance. We also help you to identify technical competency gaps that need attention.

PMSL's programmes are designed **for adults in the workplace**.

We deliver programmes which **have impact**. Learning is relevant, discovered, enjoyed and remembered.

Delivery is not the end of our relationship. Changed behaviour occurs over time. **We return** and confer with you to assess the impact and relevance of our programmes.

Feedback from our facilitators is vital. **Our honest assessment** is provided at all stages to help you determine your next steps in performance improvement.

Improve Performance
Influence Change
Make A Difference

PMSL'S GOVERNING VALUES

Professionalism

- Meeting Targets
- Good Manners
- Professional Appearance
- Commitment
- High Standards
- Best Practice

Ethical Behaviour

- Honesty
- Integrity
- Keeping our word
- Standing by principles
- Fairplay

Independence

- Independent of political fear or favour
- Objectivity in our advice and actions

OUR APPROACH TO LEARNING

Creating a programme that pays off for participants and for the organisation requires programme designs based on solid information about real learning needs and that are tied into the organisation's overall strategic goals and plans, part of the overall Performance Management focus.

Based on the identified learning goals and Company Strategic Direction, we design our programmes in order for participants to develop the knowledge, skills and strategies they need to become both competent and successful. In each case, the client must approve the objectives and the programme design before we go ahead so that there is understanding about what we are jointly working to achieve.

Some organisations conduct their needs assessment before coming to us, and we use this information to develop a programme to meet these needs.

Other organisations may need assistance in conducting the developmental needs analysis, and we can provide this support.

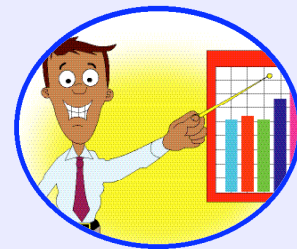
The principles of adult learning imply that effective learning takes place when the programmes are experiential and build on the experiences of the learner. These are different from classroom teaching or lecturing which emphasise an academic approach.

Evaluation of our programmes is done by the participants themselves on the spot, and subsequently by their managers at the feedback and follow-up sessions. These are intended to be discussed and reflected at quarterly or annual performance reviews.

Reports are made to the organisation and presented at a special session so that managers can ask questions and give feedback in response to the learning that has taken place.

Learning is...

- *Relevant*
- *Remembered*
- *Enjoyed*



WHAT'S INSIDE...

This catalogue provides short thumb-nail sketches of PMSL's programmes. We use videos, PowerPoint presentations, case studies, role playing, buzz groups, team exercises and other interactive learning methodologies as appropriate.

A special feature of our intervention strategy is that any of our programmes can be adapted for developing either employees with low literacy rates, or for whom English is a second language, or those employees with advanced degrees who wish to do pre- and post-course reading to tackle the course work on a different depth.

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PMSL is constantly at the forefront of contemporary issues in Human Resource Management. They are able to diagnose the 'real' Human Resource issues that organisations face and offer workable solutions. Most of all, PMSL is a consultancy which operates with a high degree of integrity - they will never offer a solution which they do not believe to be right or best suited for your organisation.

Shane Ram
Human Resources
Manager - Employee Development
Yara Trinidad Ltd.

WHAT'S INSIDE... *(continued)*

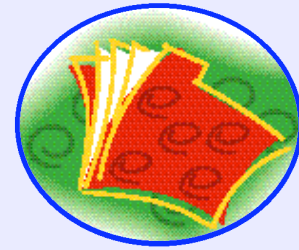
Or call us if you are looking for something completely new or different.

We develop and design programmes around your organisation's particular needs, for example:

If your objective is to maximise productivity in a competitive environment through planning, teamwork and personal vision, then we develop a programme to meet your needs, using modules from several of our traditional programmes and, where appropriate, developing new modules to suit those needs;

Or, if your objective is a programme designed to achieve buy-in, to increase retention and create a learning momentum, we will take an imaginative approach to development, working with you to design a solution to address your challenges.

Programmes created Just For You



I. LEARNING INTERVENTIONS

Our core performance management programmes are those which have been developed, tried and proven, and are presented here in clusters of related topics. They are continuously updated as the external and internal business environments change, as values of organisations evolve, as research provides new information and as technology develops.

Try our à la carte menu... To give you greater flexibility, many of our programmes are comprised of self-contained modules that can be combined with other stand-alone segments, allowing us to customise our programmes to suit your particular organisational needs.

1. PERSONAL DEVELOPMENT

There are certain skills and abilities, which once acquired and practised, enhance the effectiveness of people in any organisation. These are not skills taught at home or at school in most instances - but they are skills that are essential at the workplace. When employees learn these skills, the organisation's reputation for professionalism is enhanced, to say nothing of the manager's or department head's reputation for efficiency.

Developing employees raises not only their effectiveness, but also their self-esteem and their motivation to perform. Hand in hand, it increases their loyalty to the organisation that cared enough to choose them to be developed.

Among the Personal Development programmes PMSL offers are the following:

Quality Interpersonal Relations which can be adapted to the needs of all employees from the Director to the Security Guard - any employee who has to deal with the public. This module teaches people how to be effective in their dealings with other people and is intended to ensure that an organisation does not develop a reputation of being unprofessional, simply because employees have not learned the techniques of dealing with people.

Technical skills alone do not win customers. People-handling skills are essential. Recent studies show that up to 78% of lost business results from poor customer relations and service and only 12% from defective products or equipment, and 10% from competition. To lose customers is to lose business, which in today's competitive environment no one can afford. As the public service strives toward customer service excellence as well, **these programmes are useful for both the public and private sectors.**

Motivation and Self-Esteem is a programme for those new to supervisory/management in any environment whether it be sales, administration, marketing, production or services, and to reinforce the skills and techniques of

*PERSONAL DEVELOPMENT
Individuals help build an
effective and more competitive
organisation*

*QUALITY INTERPERSONAL
RELATIONS
Quality of external customer
service depends on internal
customer relationships*

*A relationship focus
guarantees greater results
than a transactional focus*

*MOTIVATION AND
SELF-ESTEEM*

already experienced Supervisors and Managers. This programme develops insight into how people are motivated. It teaches methods of identifying what motivates “direct reports” and establishes methods for achieving higher levels of performance, and developing action plans for improving motivation.

Effective Communication Skills are essential for all employees in today’s customer-oriented world. The higher one rises within an organisation, the more important communication effectiveness becomes in order to avoid costly errors that can lose customers, alienate co-workers and subordinates, and hamper upward mobility.

This programme is oriented to develop employees in a manner consistent with the organisation’s corporate objectives, and is suitable for key employees whose jobs demand effective communication skills.

Techniques of Persuasion. The main purpose of this course is to provide the client with the necessary skills for persuasion in an office/business setting. It is designed to help the participants to determine the limits of their goals, to assess the situation in which both parties wish to persuade, operate, assess the other party’s needs and tactics, and to use the necessary and appropriate techniques of persuasion.

Effective Business Writing is appropriate for anyone who has to develop their own reports, memos or letters. A poorly written letter, e-mail or report can reflect badly on you or your company. This course focuses on the principles of business writing, styles and formats of business letters and reports, e-mailing and faxing, organisation and editing, and proofreading to provide the combined skills and tools that will help anyone in the organisation to write effectively.

Report Writing. Many technically trained professionals frequently appear to be less professional than they are because they cannot write their reports with the same level of expertise that they bring to their analytical work.

This workshop deals with the mechanics of report writing, the different types of reports - from data reports to analytical reports, to recommendation reports - and covers those that are both formal and informal. You will learn how to plan a report, how to do an outline and a first draft, how to organise material and set out the report, the effective use of words, sentences and paragraphs, and when and how to use graphics like pie charts, graphs, bar charts, etc.

Public Speaking is a skill every adult should be able to enjoy. Doing it well enhances your promotability and effectiveness at work and your ability to participate in social, economic, community and political activities. This programme is designed to help you plan, structure and deliver a speech - anything from an after dinner speech, to a toast to the bride, to a staff motivation presentation, to a paper at a trade or professional gathering. This course is carried out in a private, non-threatening atmosphere so that mistakes don’t matter and nerves are soon dealt with.

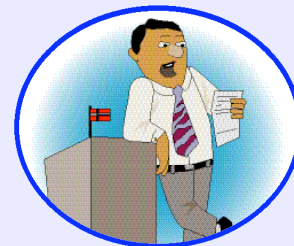
*EFFECTIVE COMMUNICATION SKILLS
Communication impacts an organisation’s ability to deliver excellent service*

TECHNIQUES OF PERSUASION

EFFECTIVE BUSINESS WRITING

REPORTWRITING

PUBLIC SPEAKING





Executive Presentations. All executives have to make presentations at some time in their lives, whether these be informative presentations to the Board of Directors or Marketing Proposals to clients. The level of presentation skills may make the difference between success and failure of a project or a proposal. With the use of technology new expectations of professionalism in this area are increasing. All rising executives and sales people need continual development in this area. This module provides the essential skills and techniques in a relaxed, stress-free environment that makes it easy to learn.

Holding Effective Meetings shows how to turn useless meetings into effective communication and decision-taking events. This programme will benefit anyone who organises, manages, chairs, attends or acts as minute taker for meetings.

How To Be A Good Interviewer. There are all kinds of interviews, from recruitment and selection interviews to disciplinary interviews, to performance monitoring and evaluation interviews, to exit interviews. Managers, supervisors, administrators and executive assistants are the professionals on whose shoulders most interviewing falls, and on whose shoulders the blame also falls when the interviews do not achieve the desired results. Like most management skills, interviewing techniques are fairly straightforward and once they are learned can be easily applied. The problem is that they **do** need to be learned, and the techniques applied if the results are going to be effective. **At some point in every professional's career, interviewing skills will have to be acquired.** Acquiring and practising these techniques is what this workshop is about.

How To Be A Good Interviewee is as important for experienced executives as it is for new graduates. This module takes a look at the structure and content of your résumé and cover letter, which are critical tools in assisting you to stand out and therefore hold the recruiter's interest. It improves your chances of being employed by improving your skills as an interviewee and shows you how to deal with difficult questions at an interview. PMSL has been in the executive recruiting business for twenty-five years, and offers this module to anyone who is interested in testing the employment market or who is seriously interested in making a good impression at a job interview.

Assertiveness Skills are crucial for those whose work involves internal or external customer relations, face-to-face or telephone sales, buying or negotiating, dealing with customers, peers, subordinates or superiors. Assertiveness is a life skill that can be applied in any interpersonal situation and helps to win the help and co-operation of other people. It makes the difference between aggressiveness and submission, and teaches people to deal with situations in an objective, adult way, neither as an aggressor nor as a victim.

Dealing With Difficult Customers deals with external and internal customer relations. It identifies the more frequently encountered types of difficult people and shows how to handle them, both face-to-face and on the phone -

EXECUTIVE PRESENTATIONS

HOLDING EFFECTIVE MEETINGS

HOW TO BE A GOOD INTERVIEWER

Performance Interviews

Disciplinary Interviews

Selection Interviews

HOW TO BE A GOOD INTERVIEWEE

ASSERTIVENESS SKILLS

How to serve others without compromising your own needs

DEALING WITH DIFFICULT CUSTOMERS

identifying difficulties with customers, and identifying customers' difficulties with company personnel. The orientation is towards customer relationships and how to turn difficult ones into supportive ones. Customer relations personnel, sales personnel, and employees at any level who have to deal with an often difficult public will benefit from this workshop.

2. MARKETING

At the heart of every successful organisation and every successful career is effective marketing. We are all marketing something - new ideas, new services, new systems, old ideas, traditional services and systems, products, patents, programmes - ourselves as potential providers of any of the above. The **Marketing** cluster of programmes takes the old marketing mix and extends it into tomorrow's realities. Telephone operators, for example, are not often considered by CEOs as constituting key members of their marketing staff, but when they are so considered, what a difference it makes to customers.

Companies and professionals that have not tuned in to the realities of Relationship Marketing are losing business - and going out of business in today's highly competitive environment. As we become more international in scope and culture, new marketing and sales initiatives are essential to survival and growth.

The **Marketing** modules were developed to ensure that people and organisations in Trinidad and Tobago have the skills that will make them competitive in any market in the world.

MODULES

Sales Techniques. Whether they are selling goods or services, if you expect your staff to sell to the public it makes sense to develop them in selling techniques. It is not enough to know about the product or service you have to offer, staff have to learn how to sell. The techniques are straightforward and easy to learn and apply.

This course not only teaches your staff what those techniques are, it gets them to practise and to watch from a videotaped practical session what personal characteristics to watch for, what techniques need strengthening. Very much worthwhile for anyone who wants to sell a concept, a service or an article.

Telemarketing. As the cost of keeping a sales force on the road rises, it makes sense to sell as much as possible by phone. Provided it is done professionally, many buyers prefer this kind of contact. This workshop is for people who spend all or part of their time working over the phone - sales representatives making appointments, administrative personnel who have phone contact with customers, dedicated sales people and support staff.

MARKETING



Companies and professionals that have not tuned into the realities of Relationship Marketing are losing business

SALES TECHNIQUES

TELEMARKETING

Professional Telephone Techniques. This programme enables participants to understand the changes in telephone technology and business methods, and provides all telephone users with usage techniques for accurate and effective communication. It promotes a better understanding of the crucial public relations image created for a company by telephone users and abusers.

Marketing A Professional Service. A one-day seminar for professionals in private practice – Architecture, Accounting, Construction, Consultancy, Law, and Public Relations are some examples. The programme will deal with marketing, establishment of professional ethics, interactions with clients and with the public, and diplomatic dealing with difficult customers.

3. CUSTOMER SERVICE

Excellent Customer Service is undoubtedly what gives one company or organisation the edge over others when it comes to recognition and productivity. When staff are really imbued with the concepts of excellent customer service, genuinely promoted from the top and supporting the organisation’s strategic goals and objectives, internal as well as external relations improve. PMSL has been specialising in Customer Service Excellence at managerial, supervisory and front-line staff levels and has done extensive planning and training in the public and private sectors. Our approach is based on increasing emotional intelligence throughout the organisation, better understanding customers’ expectations and needs and how to satisfy them, increasing self-motivation and interpersonal relations skills and devising strategies for coping with ‘challenging’ customers.

The programme is effective because it involves actual practice sessions and gives hands-on tools to people to use.

Our Customer Service Programme promotes:

- **An Understanding of Customer Expectations** through determination of underlying expectations of internal customers, recognition of levels of service, identification of common customer expectations and going beyond those expectations.
- **Delivery of Excellent Customer Service** through identification of behaviours that constitute excellent customer service, practice of effective listening skills, use of positive language, practice of problem-solving and demonstration of the behaviours and skills which deliver excellent customer service.

4. LEADERSHIP

There are different variations of programmes from which you can choose, depending on the target group, business context, and learning goals.

Participants could be executive leaders, middle managers, project managers

PROFESSIONAL TELEPHONE TECHNIQUES

Telephone operators and receptionists are considered key members of the marketing staff

MARKETING A PROFESSIONAL SERVICE

CUSTOMER SERVICE



Greeting the Customer +

Understanding their needs +

Meeting their needs +

Making the transaction memorable +

Follow up +

An Invitation to return =

Excellent Customer Service

LEADERSHIP

or high-potential staff members who need to be developed into the next leaders as part of a succession plan.

The programmes are designed to be experiential. No one can teach another person leadership. Leadership is something you must teach yourself. The workshops assist in growing skills, knowledge and attitude. Although there are skills and knowledge components to the modules, the purpose is to primarily affect the attitude of the participants. In each programme the overall goal is that an individual learner will continue to choose to be a leader, growing capacity throughout his or her time in that role. There is very little lecturing in this approach; instead, there is facilitation of discussion and reflection.

MODULES

Definition of Leadership and Leadership Competencies. The objectives are to build awareness of what leadership means and to identify 10 competencies of leadership.

Assessment of Individual Leadership Competencies. An individual assessment is administered, a personal analysis of strengths and gaps based on the assessment is done, and the creation of development plans follow.

Creating and Actualising Vision. Aligning actions and priorities with strategic direction and translating the vision into action are the focus of this module.

Leadership Styles. This module allows participants to understand and apply their personal values and leadership style. It also looks at how to lead others with diverse styles.

Managing Change and Transition. Leaders understand their role within the change process, how to involve others in the change process, how to deal with resistances when it occurs, and how to build employee commitment to new ideas and methods.

Values and Ethics in Leadership. Within this module we review the organisation's values and behaviours and we discuss importance of consistency, credibility and communication in building Trust and Respect.

5. LEADING CHANGE

Building the skills of change leadership in your organisation will have a tremendous impact on the results you achieve. The value of an effective learning and development programme on leading change will be immediately visible through your employees' better understanding of the reason behind a change, lower levels of resistance to new ideas or approaches, a higher degree of initial commitment to change, and a longer-lasting commitment to the new approach for sustaining organisational success.

Develop strong Leaders at All Organisational Levels

LEADERSHIP AND LEADERSHIP COMPETENCIES

Encourage Growth of Key Leadership Competencies

Cast Vision

Catalyst for Change

Communication

Corporate Values

Customer Orientation

Empowerment

Personal Effectiveness

Unity

Change is inevitable, Growth is optional

"The art of progress is to preserve change amid order and order amid change".

Alfred North Whitehead, British Mathematician and Philosopher.

- (1861–1947)

The programme will be aligned with the change effort of your organisation. It will focus on your vision and goals of the change initiative, communicating expectations to key stakeholders in the change, and guiding people at all levels of the organisation in helping themselves and others through the organisational and personal challenges of change.

We offer Change Interactive designs and methods for two groups of participants:

(a) Executives, Leaders, Managers and Supervisors who are often the agents of change:

This programme targets change leaders. It helps the leaders understand their role within the change process, how to involve others in the change process, how to deal with resistances when it occurs, and how to build employee commitment to new ideas and methods.

The competencies of the change leader include both skills of introducing change and the skills of guiding others successfully through it.

(b) The Staff who are often directly affected by a change:

This programme is targeted to the employees directly affected by the proposed change. It helps them better understand the reasons behind a change, how to take a more proactive (and therefore healthy) role influencing the change process, how to take care of themselves to avoid emotional and physical fall-out from a change, and finally, how to strengthen their own resilience in the face of difficult changes.

The competencies to be developed in employees through these skill-building sessions include how to influence change for the better and how to take care of themselves throughout the change process.

6. HUMAN RESOURCE MANAGEMENT

Human Resource Management. The "nuts and bolts" practical sessions. The "how to" of managing people for an organisation. You can get the theory out of text books and lectures – the practical techniques that work in personnel management are culturally determined and learned from experience as much as from study. The Human Resource Management modules go from manpower planning and forecasting through wage and salary administration, and job evaluation – all the areas in which Human Resource Practitioners need to be familiar.

7. INDUSTRIAL RELATIONS

Industrial Relations impact on every organisation. It used to be something of an accepted myth that only unionised companies needed to bother about

*PROGRAMME FOR
EXECUTIVE MANAGERS
AND SUPERVISORS WHO
ARE THE AGENTS OF
CHANGE*

*PROGRAMME FOR STAFF
AFFECTED BY CHANGE*

*HUMAN RESOURCE
MANAGEMENT*

*Practical Sessions in the
"nuts and bolts" of Human
Resource Management*

INDUSTRIAL RELATIONS

industrial relations. Since less than 20% of the workforce is unionised, most organisations thought that they could safely ignore the whole thing.

The reality is that legislation has been passed, and continues to be drafted, to regulate the employment relationship of all employees, union recognition or no union recognition, and the inspectors at the Ministry of Labour have been intervening on behalf of aggrieved workers where no union membership is involved. The recent changes to the minimum wages legislation and the Maternity Protection Act are two recent examples.

Legislation like the Retrenchment and Severance Benefits Act and the Maternity Protection Act apply to all workers, with very few exceptions. All workers have the right to take up grievances over their contractual rights through Trade Unions – and to take them as far as the Industrial Court. Industrial Court rulings set out guidelines that apply to all workers, regardless of their status. These rulings are published on an ongoing basis, and while most are upholding previously applied principles, it is very useful for employers to be up-to-date on current thinking of the Court. That kind of knowledge saves time and money, and the need for subsequent litigation.

PMSL's Industrial Relations cluster of programmes is a series of linked workshops. These are all short, practical workshops intended to give practitioners tools they can use the next day. These are not academic courses - they do not replace a degree or diploma – they are workshops designed to provide people in supervisory and management positions with ongoing and up-to-date industrial relations information to enable them to handle the practical realities of on-the-job industrial relations. You don't get this from books – only from practitioners.

PROGRAMMES

Industrial Court Judgments. This reviews recent Industrial Court Judgments and their relevance to employers and employees generally, and goes on to examine other areas.

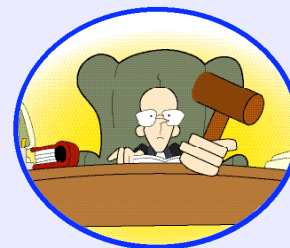
Preparing for the Implementation of the Occupational Safety and Health Act which will shortly come into effect, will require not only new safety provisions, but staff health and welfare provisions which may require the establishment of new policies and procedures of operation. Issues pertaining to testing for substance abuse and the implementation of suitable policy and procedure guidelines are becoming more and more critical.

Management Responsibilities under the Industrial Relations Act. This workshop was developed for unionised and non-unionised companies alike, including the "principles and practices of good industrial relations" on which Court judgments are based. This will enable supervisors and managers not only to avoid costly and embarrassing mistakes, but to ensure that decent and ethical employment practices are the norm in their organisations.

Grievance and Dispute Handling. This workshop takes supervisors and managers through the legal requirements of grievance and discipline

All workers have the right to take up grievances

All employers must be aware of Labour Legislation and its implications



INDUSTRIAL COURT JUDGMENTS

PREPARING FOR THE IMPLEMENTATION OF THE OCCUPATIONAL SAFETY AND HEALTH ACT

MANAGEMENT RESPONSIBILITIES UNDER THE INDUSTRIAL RELATIONS ACT

The Principles of Good Industrial Relations are the foundation of successful Employee Relations

GRIEVANCE AND DISPUTE HANDLING

handling as well as through the "most effective practices" at the company level, and provides practical guidelines for handling disputes at the Ministry of Labour and the Industrial Court.

Industrial Court Familiarity Workshop. This is for people in Human Resource Departments who may have to accompany witnesses to Court and guide them as to required Court procedures, and for those managers and supervisors who want to familiarise themselves with the Court and its practices. It is a good introductory workshop, providing information that everyone in Human Resource Management should have.

Negotiating a Collective Agreement. Familiarisation with negotiating procedures is probably a skill that every adult manager will find useful in one area of work-life or another. For those in industrial relations or for those with industrial relations responsibilities, it is not just desirable, it is a 'sine qua non'. Negotiating a collective agreement has distinctive features – different from other kinds of negotiating. This is a practical workshop that prepares practitioners for the bargaining table. Terms and conditions of collective agreements are enforceable in the Industrial Court. Knowledge of the pertinent procedures under existing legislation is a critical area for the human resource practitioner. Action taken by a company that does not conform to the regulations can be costly.

Dealing with Indiscipline on the Job without stirring up even greater problems and resentment, and lowering morale and productivity is not always easy, but it saves both time and money if supervisors and managers learn early how to do it. Practices change over time, and this workshop brings you up-to-date on what exists now.

Managing the Retrenchment and Severance Benefits Act and keeping up with the new interpretations put on the obligations employers have under this Act by the Industrial Court, is the focus of this 'must do' workshop for any employer who may be faced with any retrenchment in the near future.

Maternity Protection Act. Making sure that employees' rights and responsibilities under the Maternity Protection Act are understood and observed is as important for employees as it is for employers. Avoiding misunderstandings and disputes is one of the objectives of this workshop.

Dealing with Conflict. Conflict is inevitable in human relations, whatever the relationship, and it can be a healthy learning experience or a harmful, destructive one, depending on how it is handled. This workshop teaches us to distinguish among different kinds of conflict and different ways of handling them.

Handling Diversity. Dealing with diversity in the workplace has become a major industrial relations issue, and is one that every organisation must evaluate from within, become sensitive to and set up systems to deal with.

*Practical guidelines for
Grievance and Dispute
Handling*

*INDUSTRIAL COURT
FAMILIARITY WORKSHOP*

*NEGOTIATING A
COLLECTIVE AGREEMENT*



*DEALING WITH
INDISCIPLINE ON THE JOB*

*MANAGING THE
RETRENCHMENT AND
SEVERANCE BENEFITS ACT*

*MATERNITY PROTECTION
ACT*

DEALING WITH CONFLICT

*Conflict can be healthy, when
managed successfully*

HANDLING DIVERSITY

Multinational, multicultural organisations are the organisations and customers of the future. They have distinct policies on diversity that they expect to be respected by suppliers, clients and support organisations. Failure to understand and deal with diversity – not just age, race, gender, ethnicity, sexual orientation, national and social origin, but also competence and learning styles, personality profiles and others, can lead to avoidable industrial relations disputes and difficulties. This module is a must for anyone in the day-to-day supervision of other people, human resources management and industrial relations.

Sexual Harassment. Understanding what the Industrial Court considers to be sexual harassment and how it manifests itself at work should be part of every supervisor's and manager's arsenal of competencies. How to distinguish sexual harassment from picing or good-natured teasing, and what to do when a complaint of sexual harassment is made are important.

This module shows how to apply the 'Reasonable Person' standard, how to use the Principles of Natural Justice, how to deal with confrontation and emotional issues, and what standards of evidence to apply. Guidelines for holding a harassment interview are also given out and practised. Sessions on drafting and implementing a Sexual Harassment Policy are also available.

8. SUPERVISION

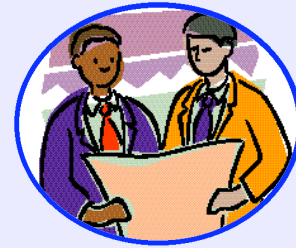
Supervisors have special needs. They have made a transition into management, and this change requires developing a number of competencies quickly. Our goal is to provide a programme that allows your organisation to meet the learning needs of your supervisors in ways that reflect your organisational reality. The modules presented may be used as stand-alones or in various combinations.

Our consultants will meet with you to discuss your needs and assist in designing a programme to suit.

You may wish to choose any of our three programmes or mix and match modules to create your own programme.

PROGRAMMES

Effective Supervision – is a two-day introductory module for those just about to be made a supervisor for the first time, or who have already been made supervisor, but who have not had previous supervisory training. It is especially designed to provide the basic skills and knowledge in a form that can be easily assimilated, and practised on the job immediately. Whether your supervisors are university graduates or have only minimal secondary education, the skills needed in supervising people, controlling costs and planning work have to be learned. It examines the major responsibilities of



SEXUAL HARASSMENT

Supervision must be based on values and respect for human rights

SUPERVISION

EFFECTIVE SUPERVISION



supervisors, including planning work, cost and quality control, giving instructions, training and development, problem-solving, maintenance, housekeeping, etcetera, and anchors them firmly within the goals and mission of the company.

Advanced Supervision is a two-day module for supervisors who have completed basic supervisory training and have had some supervisory experience, or for experienced supervisors who wish to advance their knowledge and skills in specific areas. This module deals with planning and allocation, work monitoring and control, improving work productivity, communication and time management .

Administrative Management Skills for Middle Managers is for middle managers who are proficient in their technical areas but who may need development in work planning, organisation, delegation to staff and control-of-work implementation. This five-day module teaches middle managers to forecast and prevent people problems as well as work problems. It changes people's work lives! Not an easy programme – it requires work in the training room and on the job - but very effective in improving performance.

MODULES

Communication Skills for Supervisors. This session explores the major components of communication – the Sender, the Message that is to be communicated, the Medium or Channel through which the message is sent (body language, voice, writing, e-mail, etc.) and the Receiver of the message. With each component there are possible obstacles that can block the communication getting through, from wrong choice of medium, tone of voice, historical relationships, bias, prejudice, physical/geographical factors and many more. Participants learn for themselves how difficult communication can sometimes be and how vital it is to develop listening skills. Through practical exercises they have the opportunity to practise listening in an effective manner, and giving and receiving feedback.

Interpersonal and Relationships Skills. One's attitude affects how one gets along with others. This module encourages participants to review other people's attitudes in relation to their own. The basic message is that if one demonstrates a positive and responsible attitude, the response is more likely to be positive and responsible in return.

Based on the behavioural theory that behaviour breeds behaviour, the session examines participants' own attitudes towards their own and other people's behaviour. The message is delivered through a behavioural analysis questionnaire, a film and a subsequent discussion.

Building Trust. This session focuses on the need for supervisors to build up trust among the people they supervise in order to establish the authority they need to match the responsibilities that their position gives to them.

ADVANCED SUPERVISION

ADMINISTRATIVE MANAGEMENT SKILLS FOR MIDDLE MANAGERS

COMMUNICATION SKILLS FOR SUPERVISORS

INTERPERSONAL AND RELATIONSHIPS SKILLS

BUILDING TRUST

TRUST is built on

- *Consistency*
- *Credibility*
- *Communication*

A discussion on the components of trust – credibility, consistency and communication is developed using participants’ own experience and an analysis is made about how trust can be broken.

Managing Conflict. This session examines five different kinds of conflict that arise in organisational life, analyses the distinctions among them and leads participants through the best ways of dealing with them. Since conflict comes in different guises and patterns, ways of dealing with the different types of conflict must also be different. It is not a matter of ‘one size fits all’. Supervisors become more efficient by learning when to use which method of conflict handling in different situations.

Dealing with Criticism. Knowing how to criticize without being offensive to other people and how to handle criticism when it is headed (often unskillfully) your way are two life skills everyone can benefit from. Supervisors, being caught between workers and managers, often need these skills more often than anyone else. PMSL’s years of experience in industrial relations have taught us to develop methodologies invaluable to supervisors in this regard. A practical, results-next-day session.

Delegation. The change from doing work oneself to getting work done through others is one of the most challenging aspects of making the transition from individual contributors to supervisors. The benefit and necessity of delegation is evident to most supervisors, but few feel confident about their delegation abilities. This module helps supervisors to delegate and illustrate some of the beliefs and paradigms that inhibit effective delegation.

This module introduces the basics of delegating tasks to individual employees. Graphic methods are used to help supervisors learn how to size up an employee’s readiness for a given task and how to decide what form the delegation should take.

Motivation. One of the fundamental issues facing supervisors who need to get work done through other people is how to motivate team members. This module presents a simple, practical model for understanding and influencing the behaviour of others.

The design presents the basic models of motivation theory and practical methods for managing the motivation of others.

Coaching. To sustain and improve performance of their team members, supervisors often are required to take on the role of “coach”.

This session is an introduction to the skill of coaching. It provides a design of an interactive set of experiences that spell out the role of coaching for those in supervisory positions. Effective coaching practices are also introduced.

Teamwork. This module helps new supervisors learn how to build effective teams and become valuable team members. The sessions vary from one to

MANAGING CONFLICT

Understand the sources of conflict and choose an effective response

DEALING WITH CRITICISM

- Critique without offence
- View criticism as an opportunity to improve

DELEGATION

Theory and practical methods for managing motivation

MOTIVATION

COACHING

How to be a Performance Coach

TEAMWORK



four modules, depending on the needs of the specific group. It is developed by practical experiences.

The design includes a set of interactive activities that show how to lead a group of employees in collaborative action toward common goals. The supervisor is viewed as the team leader, with special responsibility to facilitate collective productivity and positive morale.

Disciplinary Handling. The supervisor is the first point of disciplinary handling. He/she must be aware of the good industrial relations practices and the disciplinary process. This module focuses on the principles of natural justice and the Court-approved principles and practices of good industrial relations.

Through interactive exercises participants will be given the opportunity to explore relevant disciplinary situations and determine appropriate action.

Performance Management. Team leaders have the responsibility for maintaining the long-term performance of their team members. The preventative approach is recommended, which begins with establishing and communicating standards; then the proactive approach, which requires consistently monitoring performance in order that action can be taken before an issue develops, and then the corrective approach. Performance interviewing skills are also included in this module.

Participants will explore the essential concepts and proactive interviewing skills through activities.

Managing Change: Dealing with Transitions. This module focuses on how the supervisor can help other people through change. It is adapted from William Bridges' change model from his book entitled *Managing Transitions*. The model helps people to begin thinking about the phases of change and leads them through methods of dealing with the emotions associated with each phase. Without this, the intellectual understanding of the need for change cannot be translated into an acceptable internalisation of the new conditions.

Managing Diversity. Dealing with diversity in the workplace has become a major industrial relations issue, and is one that every organisation must evaluate from within, become sensitive to and set up systems to deal with. Multinational, multicultural organisations are the organisations and customers of the future. They have distinct policies on diversity that they expect to be respected by suppliers, clients and support organisations. Failure to understand and deal with diversity – not just age, race, gender, ethnicity, sexual orientation, national and social origin, but also competence and learning styles, personality profiles and others, can lead to avoidable industrial relations disputes and difficulties. This module is a must for anyone in the day-to-day supervision of other people, human resources management and industrial relations.

DISCIPLINE HANDLING

Discipline Handling involves

- *Fairness*
- *Process*

PERFORMANCE MANAGEMENT

- *Set Standards*
- *Monitor Performance*
- *Provide Feedback*
- *Take Corrective Action*

MANAGING CHANGE: DEALING WITH TRANSITIONS

Change is an external event

Transition is the process we go through

MANAGING DIVERSITY

Diversity is an asset

Ethics and Values in Supervision. Supervision of people must be based on values that reflect a respect for human rights and held together by ethical standards that provide guidelines for supervisors in difficult or ambiguous circumstances. This benefits the employees, the supervisors and the company, which makes it easier to attract and retain high-calibre staff.

Holding Effective Meetings. One of the earliest and most important skills a supervisor must learn is how to hold an effective meeting. Unfortunately, it is a skill that few become effective at, simply due to a lack of formal training. The skills are simple, but like riding a bicycle, they must be learnt. Once learnt, though, they can be used for life. This is a session from which every supervisor should be given the chance to benefit.

9. ADMINISTRATION

With continual re-organisation now being a feature of organisational life, executives have to place more and more reliance on their confidential administrative assistants. Making them more efficient makes executives more productive, more organised and more impressive. At a time when pressure on executives to perform must be at an all-time high, an efficient and effective administrative assistant can make or break a manager's reputation.

The Administration cluster is a series of linked training programmes designed to move people to the status of competent administrators - to take the pressure of administrative detail work off the shoulders of managers, freeing them up to do the creative planning, the development and evaluation work that management needs, and seldom gets time to do.

PROGRAMMES

From Secretary to Administrative Assistant. This programme provides the framework and the motivational impetus to involve secretaries in their own development. It establishes those areas in which Administrative Assistants will be expected to work in the upcoming decade, including dealing with multi-tasking and multiple bosses.

Time Management for Administrative Assistants. Time management techniques allow people to get through the work they have to do without feeling frantic about it. This one-day programme identifies general principles of time management showing how to deal with e-mail, paperwork and telephones, and how to relate time management to Key Result Areas. It will be useful for anybody who finds that there are more things to do than time available to do them. The importance of time management to health, family life and therefore work productivity cannot be over-emphasized.

Dealing with Criticism and Conflict for Administrative Assistants. This workshop explores ways of dealing with criticism and conflict. It is important for administrators to respond assertively and appropriately so that

ETHICS AND VALUES IN SUPERVISION

HOLDING EFFECTIVE MEETINGS

ADMINISTRATION

An efficient and effective Administrative Assistant can make or break a Manager

The Role and Responsibilities of the Administrative Support have grown and evolved and are completely different to what they were

FROM SECRETARY TO ADMINISTRATIVE ASSISTANT

Continual development and learning are required to be an effective Administrative Assistant

TIME MANAGEMENT FOR ADMINISTRATIVE ASSISTANTS

DEALING WITH CRITICISM AND CONFLICT FOR ADMINISTRATIVE ASSISTANTS



arguments are avoided and all concerned keep their self-esteem. Managing conflicts leads to greater personal empowerment both on and off the job, and to more effective administration.

Project Management for Administrative Assistants. Administrative assistants and secretaries are frequently expected to manage special projects - everything from organising the company's sports day or the Managing Director's cocktail parties to moving or refurbishing the office. Project management is much more easily handled if it is done systematically and planned well in advance. This programme helps administrators to establish effective planning and control systems for project management, so that glitches just don't happen and everything is done on time and within budget. (It's also a useful programme for anyone who has to run a household, plan a vacation or build a new garage).

Office Supervision for Administrative Assistants. A one-day programme for those Administrative Assistants who directly or indirectly have to supervise other people, and who have not had previous supervisory training. It is especially designed to provide the basic skills and knowledge in a form that can be easily assimilated, and practised on the job immediately. Whether your secretaries supervise office functions only or have broader supervisory responsibilities, the skills needed in supervising people, controlling office costs and planning work in the office have to be learned. It saves money in terms of time wasted, employees being upset, and malfunctioning equipment, to have administrative assistants trained in these skills as early as possible.

Assertiveness for Administrative Assistants. Assertiveness skills are crucial for those whose work involves internal or external customer relations, face-to-face or telephone sales, buying or negotiating, dealing with customers, peers, subordinates or superiors. Assertiveness is a life skill that can be applied in any interpersonal situation and helps to win the help and co-operation of other people. It makes the difference between aggressiveness and submission, and teaches people to deal with situations in an objective, adult way. A one-day programme for administrators who need diplomacy skills.

Communicating with Corporate Customers for Administrative Assistants. Professional communication skills are essential for all administrative employees in today's customer-oriented world. The higher in the organisation one rises, the more important communication effectiveness becomes to avoid costly errors that can lose or alienate corporate customers and suppliers, and destroy international connections. When an Administrative Assistant has to communicate on behalf of his/her boss – both face-to-face and on the telephone – it is important that he/she knows how to communicate professionally.

This programme is oriented to develop Administrative Assistants in a manner consistent with the organisation's corporate objectives, and is suitable for other key employees whose jobs demand effective communication skills.

*PROJECT MANAGEMENT
FOR ADMINISTRATIVE
ASSISTANTS*

*OFFICE SUPERVISION FOR
ADMINISTRATIVE
ASSISTANTS*

*ASSERTIVENESS FOR
ADMINISTRATIVE
ASSISTANTS*

*COMMUNICATING WITH
CORPORATE CUSTOMERS
FOR ADMINISTRATIVE
ASSISTANTS*

*Communication impacts an
organisation's ability to
deliver excellent service*

10. TRAINING THE TRAINER

PROGRAMMES

Skills and Methodologies for Facilitators. The PMSL Training The Trainer programme covers principles of Adult Learning and goes into techniques of developing programmes, case-study use, role-playing techniques, techniques for small group facilitation, coaching and counselling for one-on-one development, as well as practicals on developing audio-visual aids, testing results, handling questions, dealing with difficult groups and of course the standard sources for ice breakers, games facilitators play (and when they shouldn't), the use of videos, audio/visual aids and manuals, etc.

The length and complexity of this programme depends on:

- (a) **the extent to which the participants will have to actually plan and develop programmes; and**
- (b) **whether they have already done the Executive Presentations Programme.**

Mentoring. Mentoring by experienced staff members, of those entering the company or one of its departments for the first time, is one of the most effective methods of strengthening a company's culture, ensuring the maintenance of institutional memory, and building genuine cross-generational, cross-functional teamwork.

The skills of mentoring and of benefiting from mentoring can be learned in this session so that the system, once established within the organisation truly benefits the mentor, the mentored and the organisation as a whole.

This is a strongly recommended module to be made part of any organisation's performance management and executive development systems.

Coaching. Allied to development approaches to mentoring are coaching programmes which are aimed at improvement of performance, inducting current professionals into new skill and competency areas and passing on management skills, administrative and technical skills. Coaching also plays a key part in leading young professionals through the minefields of corporate politics, which all young managers, whatever their academic and competency levels, can only learn from experience and experienced managers. The learning curve which starts upon recruitment is drastically reduced when a coaching programme, one of the most tried and tested methods of professional development, is in place. The benefits a coaching programme brings to the persons doing the coaching are also inestimable.

SKILLS AND METHODOLOGIES FOR FACILITATORS:

- *Adult Learning Concepts*
- *Setting Learning Objectives*
- *Selecting Programme Content*
- *Choosing Strategies and Methods*

MENTORING

Mentoring is one of the most effective methods of strengthening a company's culture

COACHING

Coaching is working with your people one-on-one – it helps to develop them



PMSL can assist you in developing coaches as well as in developing a coaching programme that builds up team loyalty, sustains institutional history, strengthens the organisational cultural values, and frees up managers to do much-needed planning work while they learn to delegate responsibilities and monitor their implementation.

Coaching, one of the most proven methods of Performance Management and Improvement, should be an integral part of every organisation's Performance Management Programmes.

II. PERFORMANCE MANAGEMENT STRATEGIES

11. EXECUTIVE / BOARD RETREATS

Retreats are generally held to create a collective vision for an organisation when changes take place in the structure or establishment of the organisation, and to help participants to understand and build commitment to the organisation's overall priorities and to agree on how these priorities are to be realised over the next planning period. They may be specifically intended for teamwork or improving interpersonal relations, or they may have broader objectives.

Where retreats include both Board and Executive Staff, they are used to align the actions of staff with the priorities set by the Board and to help the Board understand strategic and operational issues faced by the staff.

Where there have been changes in the Board or Executive Staff, retreats also enable the participants to establish the respective roles and functions of Board and Staff and to develop guidelines whereby they can optimally work together.

PMSL will work with your organisation in designing a retreat, firstly with the Conveners, determining the objectives of the retreat and the expected outcomes, including time to discuss how decisions arrived at during the retreat will be implemented and integrated into the company once the retreat is finished. Since retreats are held for different reasons, it is important to structure them appropriately so that they achieve the purpose for which they were intended. It is advisable to have a professional input in designing retreats in order to do so. PMSL can provide this service.

12. TEAMWORK

Most of the new forms of organisation, indeed, most systems of organisational development, from re-engineering to ISO Qualifications to Balanced Score Cards, demand the smooth operation of teams. While the techniques of team-building and leadership are well known and

Visioning

Values

Strategic Direction

Team-Building

Unity

TEAMWORK

documented, they have to be learned. The PMSL Team Building Cluster includes special programmes for single leaders, for situations where leadership rotates from one team member to another, for interdepartmental teams and for cross-functional teams.

Recently developed computer-based programmes can be used to identify what gaps exist in a team profile – what roles and skills are missing – so that training can be specially designed to make that particular team functional in the way in which the organisation needs it to be functional.

Team-building programmes are done on a three, four, and five-day basis, and can be done in-company or in retreat – away from the distractions of daily life and work.

These programmes are not done for the general public, as they are targeted at existing teams within organisations, but they can be adapted to build new teams out of people not previously working together. They are tied in to the company’s Strategic Planning and Goal Setting Cycle and are especially developed with a client project team to ensure that they address the specific needs and culture of the organisation.

13. STRESS MANAGEMENT

This series of modular sessions is designed to equip employees with effective coping strategies for dealing with stressors at work and at home. The stress management sessions focus on:

- Teaching methods for modifying or eliminating stress
- Reframing thought and appraisal processes that lead to or exacerbate stress
- Reducing the use of avoidance-coping and other negative coping behaviours
- Forming personalised stress management plans to maintain beneficial effects.

14. RETIREMENT PLANNING

Retirement from work is something that everyone has to face at some time, but that people are usually reluctant to think about, and therefore come to retirement psychologically and emotionally unprepared, and often not having adequately planned. This one-day module was developed for organisations that accept their responsibility to do all they can to have their long-serving employees prepared to consider pre- and post-retirement options that will keep them healthy, comfortable and active. The programme covers financial planning, health planning, psychological preparedness and life-planning techniques. Useful at any point, but essential for employees as they enter their fifties.

TEAMWORK

Understood Team Dynamics

Team Building Programmes are designed around the organisation’s objectives and culture



Modify or Eliminate Stress

Reframe

Coping Behaviours

Financial Planning

Health Planning

Psychological Preparation

Life Planning

15. PERFORMANCE MANAGEMENT

Performance Management, in a very real sense, covers everything that a manager does. In times past, people spoke of performance assessment as though a yearly interview and filling in a form satisfied the requirements of performance management. Nowadays we accept that managing performance can include everything from Organisational Strategic Planning and Goal Setting to departmental, team and individual standard and goal setting, tied in to the company's Strategic Planning Cycle. But it goes far beyond that, covering through the vital and careful planning for and selection of the right staff for the right positions, identifying individual development plans, developing competency gaps, coaching, counselling, mentoring, evaluating and assessing.

Although virtually all workshops in this catalogue can be seen as fulfilling the function of Performance Management, some are specifically focused on the developing of a Performance Management System in-house and culturally a good "fit".

Step One

In today's business environment there is an increased awareness of the importance of strategic planning skills. It is essential, in this economy, for a company to be able to create and implement plans to achieve its goals. Strategic/Operational Planning sessions are designed to help the participants develop the necessary skills to create business plans on both a short-term and a long-term basis. The participants will also learn to predict and adjust for possible economic and financial situations so that the company will not be caught off guard in these times of constant economic change. Monitoring and assessment skills are also covered in this step. The participant will learn how to evaluate and adjust the plans/operations in order to maintain efficiency in the company.

Strategic Planning – Planning is a process by which an organisation determines where it is going and how and when it intends to get there. It involves a coordinated effort if it is going to be effective. There is an increasing awareness among successful business people of the need for sound effective planning, beginning with long-term, macro-level strategic planning down to the micro-level, flexible tactical "bob and weave" action. Re-engineering, re-structuring, "reduction" and cost cutting are not enough to generate long-term or even medium-term success. Picking the right direction is fundamental. This strategic planning workshop is all about picking the right direction, all the time. It covers making assumptions that will inform the strategic plan, strategic assessment and formulation, mission, goals and work programmes, monitoring and control, and planning administration.

PERFORMANCE MANAGEMENT

Research confirms that Performance Appraisal Schemes do not assist managers and employees to achieve open communication and continuous development

STRATEGIC PLANNING

Step Two

Forecasting Workshop – Forecasting is the skill of describing how the present will evolve into the future. Forecasting offers business leaders a means of determining the nature of the economic and financial environment, which their businesses are likely to encounter. In the absence of forecasts, *ad hoc* decision-making with its inherent weaknesses, often becomes the alternative.

In this participative workshop, participants work through in a very practical way, a process for developing or reviewing a forecast for their industry, market or region of interest.

Action Planning and Budgeting – A strategic plan is essential, but by itself it is not enough. Plans must be put into action. This workshop trains junior and middle managers to develop operational plans, which will turn top management's strategic plans into day-to-day operations in the organisation. It enables them to develop the discipline of performance and measurement in operations, and leads on to helping team leaders to develop.

Step Three

Performance Management – There are many stages in Performance Management – the first two involve company strategic planning and action planning, the third involves managing the performance of units, teams and individuals and performance monitoring, which involves the day-to-day supervision of employees on the job. This means holding staff meetings, flagging and discussing the achievements of the goals set in the action plans, and making plans to overcome variances from predicted outcomes.

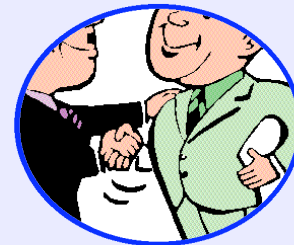
Setting the Overall Goal – The first step in the performance planning process is to establish an overall goal for the job. The techniques in this short workshop apply both to teams and to individuals as, in order for either to perform, they must first be clear about the specific goals that must be set, and separate what is to be done from why it must be done. Participants in this module actually will write out their goals for the coming planning period in a simple easy-to-read format.

Determining Key Results Areas – The second step in the performance planning process is to identify the major components of the individual job, called Key Results Areas (KRAs). This short module gives a step-by-step procedure for defining and writing out key results areas that cover both activities completed and results to be achieved. Actual individual KRAs are completed by each participant during this workshop.

Identifying Performance Standards – The third simple step in the performance planning process is to develop specific and measurable performance standards for each key results area. Showing participants how to identify standards in a collaborative way and having them actually work

FORECASTING WORKSHOP

ACTION PLANNING AND BUDGETING



PERFORMANCE MANAGEMENT

SETTING THE OVERALL GOAL

DETERMINING KEY RESULTS AREAS

IDENTIFYING PERFORMANCE STANDARDS

out quantitative and qualitative standards gives them a technique whereby they can develop team commitment. Highly recommended.

Managing Change and Developing Performance – In a performance management system, plans should be flexible and used to manage change. Plans should also help identify development needs when performance monitoring or performance appraisal reveals gaps between what employees are called upon to achieve and what they are actually achieving, or when new functions are being assigned to employees in areas with which they are unfamiliar and to which no training courses are appropriate, managers wanting to get long-term results have to become coaches and performance counsellors. The techniques are easy to learn and apply and can be used over and over again in all areas of delegation.

Performance Appraisal or Performance Evaluation, as it is sometimes called. If all three are handled as they should be, there should be no surprises at performance appraisal time. This workshop reviews the principles and practices essential for any successful performance management system and provides participants with the practical skills needed to handle the all-important appraisal interview - both from the perspective of the interviewer and the interviewee.

*MANAGING CHANGE AND
DEVELOPING
PERFORMANCE*

*PERFORMANCE
APPRAISAL OR
PERFORMANCE
EVALUATION*

III. OUR CREATIVE SOLUTIONS...

Are you looking for a compelling alternative to traditional learning? Do you want to achieve the benefits of experiential learning to address a very unique circumstance? Let us develop a solution just for you. Whether you have an issue that demands customised intervention, or you are looking for something completely new and different, we will work with you to understand the results you need to fulfill your objectives.

*ALTERNATIVE TO
TRADITIONAL LEARNING*

*We can create something entirely new,
just for you.*

*Or, if you prefer, we can tailor an existing
programme with your organisation's
message.*

*We'll do what it takes to ensure
your needs are met.*

ACKNOWLEDGEMENTS

International and local research and experience have been combined to create PMSL's learning interventions:

ASTD

VIDEO ARTS

CRANFIELD

GOWER

HARVARD BUSINESS SCHOOL

BAT COMPETENT MANAGERS' PROGRAMME

INTERNATIONAL LABOUR ORGANISATION

CONNAUGHT TRAINING

QUALITY MEDIA RESOURCES (Q.M.R.)

SEVEN DIMENSIONS PTY LTD.

INDUSTRIAL COURT OF TRINIDAD AND TOBAGO

CENTER FOR APPLIED COGNITIVE STUDIES

INDUSTRIAL TRIBUNAL OF JAMAICA

CAVE HILL LAW FACILITY

All our client organisations and most of all – all our clients over the past 25 years alongside whom we have worked, learned from, and developed.

