

Bezaleel Consulting

We Grow People. Excellently!

HR Going Forward

2023

Twenty Twenty-Three!

The HR Company since 1994!



"I can confirm that I found their engagement with us thoroughly enjoyable, the presentation style, the depth and richness of content was all very commendable..."

- Folake Ani-Mumuney (FAM), Chairman, FBN Insurance Brokers Limited on BezaleelConsulting's session at the 2021 FBN-IB Strategy Retreat.



Bezaleel Consulting Academy
Learning is life-long!



Our Virtual Classroom

The way we do things going forward!

#NewNormal #BusinessUnusual

All our programmes in this brochure are available both in our 'brick and mortar' and virtual classrooms.

...Learning is life-long. Anywhere. Everywhere! See you in class.

Let the conversations continue >>>



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@BezaleelRW



+ 234-802-222-2459
+ 234-700-Bezaleel (2392 5335)
+ 234-803-303-6605



310, Herbert Macaulay Way,
Sabo, Yaba, Lagos, NIGERIA



bezconsultrw@yahoo.co.uk
info@bezaleelconsultingrw.com
talentdevelopment@bezaleelconsultingrw.com



www.bezaleelconsultingrw.com

Advantage You!

In-person/onsite and Virtual Classroom Courses

Plus a hybrid respectively. Please let us discuss modalities. Also, we are prepared to take your brief on peculiar needs and develop 'apply-able' curriculum around each of them.

Note: We crave your indulgence upfront that this brochure is bulky. Kindly use this page as a guide/pathfinder as it also serves as the executive summary. Thank you.



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**Profile – Olusegun Mojeed, FCIPM, HRPL, FITD
Lead Faculty**

An alumnus of the prestigious **Yale School of Management** and the **University of Lagos**, Segun Mojeed is a hard-smart working HR-preneur, and the Executive Consultant & Global Head of Practice at **Bezaleel Consulting Group**, the HR Company he co-founded with his wife in 1994. A 1985 graduate of Political Science, he also holds an M.Sc. Industrial Relations & Personnel Management from the University of Lagos.

A thorough-bred Licensed Global Human Resource, Learning & Talent Development Professional, Segun has under his belt over three decades of cognate work experience spanning several industries and sectors. He is a **Fellow** of the Chartered Institute of Personnel

Management of Nigeria (CIPM) and the **20th President and Chairman of its Governing Council**, having been elected to office on May 26, 2021. He is also a **2006 Merit Award Winner** of this same prestigious Institute for his outstanding contributions to the growth, development, standardization, and professionalism of HR Practice in Nigeria.

Segun is a **Certified New World Kirkpatrick** Learning Effectiveness Evaluator, **Fellow** of the Nigerian Institute of Training & Development (NITAD). He is a Centre for Management Development (CMD) Certified Trainer & Consultant. A member of the Association for Talent Development (ATD), and he is on the **Faculty of the University of Lagos Business School (ULBS)** as an Industry-Experience Subject Matter Expert.

His expertise, experience, exposure, competencies, and capabilities span Strategy Development & Execution; Corporate Excellence; Leadership; Extra-Legendary Customer Service; Talent Management; Personal Leadership, Self-Mastery & Emotional Intelligence; Life-After-Work & Entrepreneurship; Change Management & Execution; Strategic Human Resource Management; etc.

Segun is a consummate people manager, facilitator/trainer, strategist, a columnist, and an enthusiastic investor in people. He is a member of the International Customer Management Institute, and a certified Service Excellence Facilitator. He is also an accredited KOLBE and MBTI consultant/user and a certified Assessment/Development Centre professional.

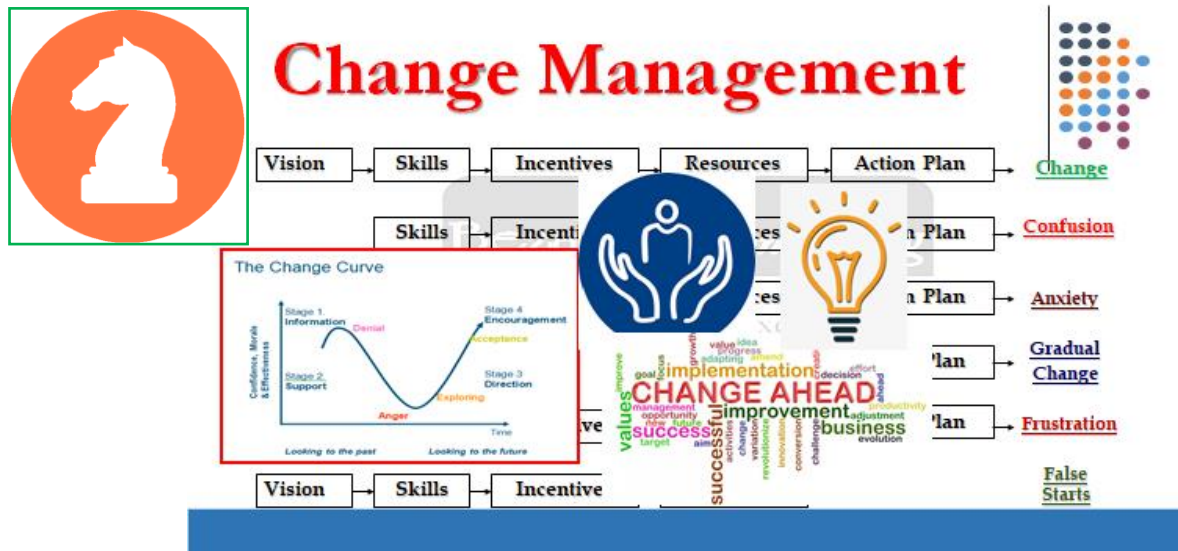
Segun is a Deacon in the National Headquarters Church of Foursquare Gospel Church in Nigeria with special ministry to the young ones and the family, and currently with his wife heads the Marriage & Family Affairs Ministry, and the Personal Development & Empowerment Ministry of the National Headquarters Church respectively. He is married to Molara, and they are blessed with beautiful Godly children biologically and spiritually.

Segun is an author, avid reader, knowledge seeker and user. His book: **“Growing People”** is receiving rave reviews and the e-book is on Amazon Kindle.

His hobbies include swimming, fishing, football, golf, reading, writing, and growing people.

Course Title: Leading and Influencing Change

Duration: 2 days (onsite); 3 hours x 4 days (virtual)



Introduction

Change is a natural part of the rhythm of life. It is not just a cliché that change is the only constant thing. But that doesn't make it easy. Some of us thrive on change. Others get anxious when the usual way of doing things is questioned. Change in the workplace may cause stress, but it also leads to greater productivity, innovation and a competitive edge. This is what this 2-day course drives home, both the why of change and the strategy to go about it. Strategy is a statement of action to take us from where we are to where we want to be. It is a relationship among ends, ways, and means. People with competence and cleverness are the ones who connect the dots in the relationship. An effective or successful change is the change that brings about results that exceed expectations. Such a change initiative requires a focused strategy incorporating vision, skills, incentives, resources, and an action plan.

Learning Outcomes/Benefits

Participants would go back to work eager to apply their learning demonstrating certain levels of capabilities to work as *Change Agents* in their respective functions exhibiting the new 'burning platform' behaviours which include but not limited to:

- ✚ “If-It-Is-To-Be-It-Is-Up-To-Me!” kind of mentality. Change starts with me.
- ✚ A thorough and lasting appreciation of the inevitability of change. This appreciation ignites a desire to be actively involved in the change process thus dulling the urge to resist change and ‘firing’ up the desire to contribute to the achievement of corporate objectives.
- ✚ The conviction that change happens plus what should be ‘my’ response so as not to be left behind leading to the ownership of the process.

- ✚ Ability to communicate authentically and prolifically the urgency and importance of change. Why change and why now!
- ✚ A renewed appetite for learning, innovation, goals accomplishment, and team-working.
- ✚ A renewed commitment to the vision, values, and purpose of the organisation having realised that these are the enduring tenets that bring profitability, quality of work-life, and sustainable enterprise and in essence, career fulfilment.
- ✚ A desire to contribute own quota to the success story of a world-class entity, and the eagerness to jettison the status quo.
- ✚ A renewed commitment to the art of pulling together and working together for the purpose of goal attainment and personal development.
- ✚ A mind-set for success: *"This must not fail!"* is also entrenched as a battle cry.

Curriculum

Sessions are spiced with extensive syndicate discussion, class exercises, change-inducing simulations, Emotional Quotient (EQ) exercises, etc. Participants go away with resources to reinforce learning and enable continuous practice and improvement:

Day 1 – Module I: Strategic Communication

- Urgent Need for Change, and Why Now!
- Core Ideology: Mission, Vision, Core Values and Purpose
- Leading with Influence
- Trapdoors: Why Change may fail and what to do about it

Day 2 – Module II: Cascading and Making Change Happen

- Project 'CheeseChange' – It's Now or Never
- Change Principles and Benefits
- Change Models
- Learning Curve and Changing Along the Curve
- Attitude, Team-bonding, Team-working, and the Internal Service Value
- Sustaining Change: Positive Reinforcement Strategies
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - How to Handle Change
 - Challenges of Organisational Change, and How to Overcome Them
 - How to Use – and Not to Use Influence
 - Ways to Increase and Extend Your Influence
 - Models of Change, etc.



Forewords

“With Objectives and Key Results (OKRs) as a management foundation, companies that have faithfully practiced this approach have exceeded expectations consistently”. Objectives define what we seek to achieve; Key Results are how those top-priority goals will be attained with specific, measurable actions and within a set time frame in a manner that extends capabilities (stretch goals – BHAGs) and is so rewarding (we celebrate accomplishments). This is beyond KPIs!

This goal-setting and winning approach is deceptively simple, yet abundant in benefits. This performance machine runs on the enhancing nuggets called ‘superpowers’. This training is not an abrogation of your performance management system it is an enhancement, an up-scaling and a paradigm shift.

No doubt, your organisation has a performance management system in place. However, in the ‘new normal’ global competitiveness we can’t cling to what has worked and hope for the best.

Benefits and Learning Objectives

Participants would leave class ready to implement a performance management system that works. OKRs are a simple process that helps drive organisations forward, a collaborative goal-setting protocol for **Organisations. Teams. Individuals.** The aim is for you to take it as a blueprint and make it yours, based on what you want to see happen. It’s not a KR unless it has a number! That’s the discipline. Effective KRs are not only specific and time-bound, they are aggressive, audacious and yet realistic.

Someone said “ideas are easy. Execution is everything.” OKRs are a sharp-edged tool for world-class execution. They give your leadership and management teams lots of visibility into your organisation and also provide productive ways to push back. They are no silver bullet they require sound judgement, strong leadership, and a creative workplace nurturing culture.

The why of OKRs is simple, we must trump competition and contemporaries consistently. OKRs surface your primary goals, channel efforts and coordination, link diverse operations thus lending purpose and unity to the entire organisation. Call it structured goal setting.

OKRs create alignment, clarity and job satisfaction. No single factor has more impact on retention and employee engagement than clearly defined goals that are written and shared freely. It is a system that links goals to a team's broader mission honouring targets and timelines while adapting to circumstances.

OKRs promote constructive feedback and celebrate wins, large and small. They expand our limits (BHAGs) moving the organisation to strive for what might seem beyond our reach.

Curriculum

Getting Started: Workplace Culture, Communication and the Paradigm

Module I: Superpower #1 – Focus and Commit to Priorities

Module II: Superpower #2 – Align and Connect for Teamwork

Module III: Superpower #3 – Responsibility and Accountability (R&A)

Module IV: Superpower #4 – Big Hairy Audacious Goals (BHAGs) & Continuous Improvement

✚ Video learning (max. 5 minutes each with transcript) may include any of these:

- Workplace Communication
- BLUF – Bottom-Line Up-Front Communication
- Efficient Effective Conversations
- Performance Coaching
- Why Accountability is Important
- Setting Your Priorities
- Setting S.M.A.R.T (E.R.) Goals, etc.

Target Audience

Your Executive Management team, senior managers, team leads and everyone either managing the performance of another or whose performance is being managed. Please we caution that two decisive ingredients are necessary for success and these are conviction and buy-in at the top.

Course Title: Prevention of Workplace Crises, Intimidation & Harassment
Incorporating Professional Etiquette & Social Graces

Duration: 2 days
(onsite); 3 hours x 3 days
(virtual)

Introduction

Any occupational health and employee wellbeing programme that does not include a part, a systematic outline for eliminating Workplace intimidation and harassment has fallen short of best practice and global standard,

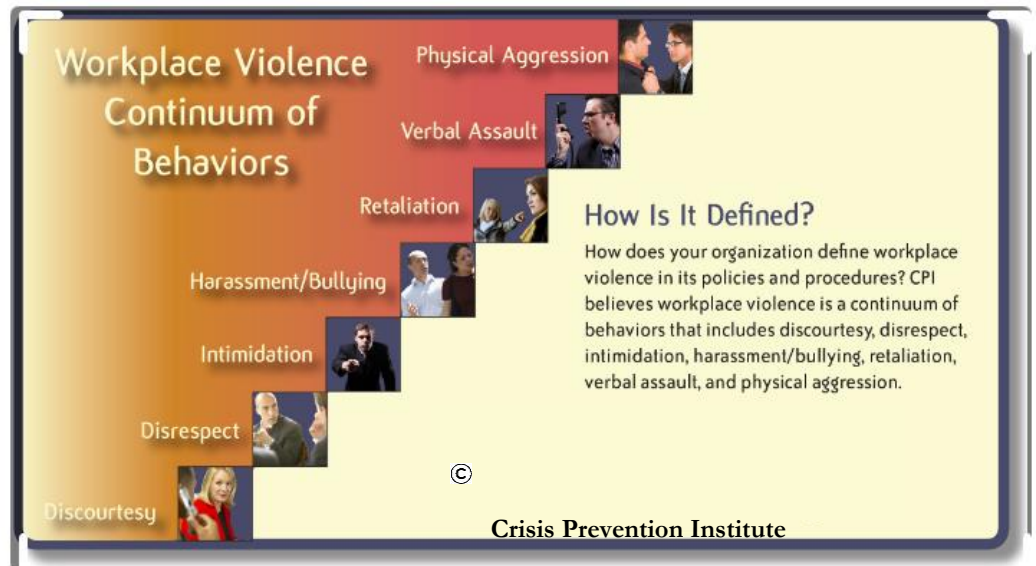
hence the essence of this package to bridge this critical skill gap in managers, team leads, and the rank and file.

Employees and team members' health suffer emotionally, psychologically, and they are traumatised when intimidation is rampant and harassment in any form is unchecked. Incidence of harassment and bullying happens when a superior or colleague or subordinate in an organisation uses physical violence, threat, verbal abuse, negative body and sign language on an employee sometimes for a benefit or just for fun. These infractions begin to show up as lack of etiquette and disrespect. They create a pattern of mistreatment which most times affect the person being intimidated or bullied.

Each participant is trained to identify these incidences and equipped with the ability to stop or report such acts. Nobody performs to the optima in an intimidating and fearful environment.

Learning Objectives/Benefits

- ✚ Understanding various forms and appearances of workplace intimidation is a sure proactive start in combating this monster.
- ✚ Recognising and addressing all sides to workplace intimidation will impact on the overall health of the organisation and ultimately the bottom line.
- ✚ Employees, especially team leads and line managers understanding their behaviours and the impact of such behaviours on others.
- ✚ Basic knowledge of trauma care for victims of intimidation and bullying in a systematic Care Givers' process, resolving conflicts and providing care



- ✚ Vigilance becomes the watchword as employees are put on alert thereby eliminating the dangerous habits of “it doesn’t matter”, “it’s not my business”, “it is not in my workspace”, etc.

Learning Points/Curriculum

Day 1: Module I

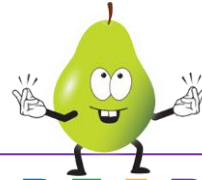
- ✚ Preventing Workplace Crises and Intimidation – Awareness Matters
- ✚ Workplace Violence Continuum of Behaviours
- ✚ Recognition, and Risk Assessment: Pinpointing early the risk, the act, target and culprit
- ✚ Responsibility, Accountability and Care Givers’ Empowerment
- ✚ Dealing with Difficult People
- ✚ Harassment Effect on Productivity and Profitability

Day 2: Module II

- ✚ Appropriate ‘Response-Ability’ – Etiquette and Social Graces
- ✚ Working with Emotional Intelligence, EQ
- ✚ Developing/Implementing policies, resources and documentation
- ✚ Stakeholders’ Commitment and Buy-in
- ✚ Team-bonding::Team-working and Synergistic Relationships
- ✚ Linking workplace intimidation (productivity and profitability) and interactions
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Understanding Sexual Harassment
 - Elements of Organisational Health
 - Challenges of Diversity and Inclusion
 - Basic Workplace Communication
 - Confidence Builders
 - Common Source of, and Diffusing Conflicts
 - Increasing and Extending Your Influence
 - Being A Team Player
 - Basic Etiquette
 - Components of Ethical Leadership
 - Creating More Accountability

Target Audience

- ✚ Your entire workforce would benefit immensely from the insights this training provides especially line managers, team leads, supervisors, Environment, Occupational, Health and Safety handlers, Security personnel, Shift officers, etc.



The P.E.A.R Programme

Personal Effectiveness, Agility and Resilience

Old habits cannot sustain us!

Course Title:

Duration: 2 days (onsite).

3 hours x 4 days (virtual)

Introduction

“The greatest victory is mastery over self.” - Anwar El Sadat

The **P.E.A.R** programme is hybrid of two hitherto separate training: The Personal Endearment Training and the Interpersonal Relationships Retreat respectively. Personal Effectiveness is person(s) producing results and being emotionally vibrant. It is first a self-grooming action coupled with self-directed commitment, and then a business exigency. It is self-leading first, and then leading others for performance and self-esteem. Effectiveness connotes results! Doing what we agree to do, ‘plus plus’. Effectiveness is exceeding expectations. Personal Effectiveness is personal mastery.

Learning Objectives/Benefits

Participants would go back to work after the programme with enough enthusiasm to personally commit to using their learning to build stronger relationships, etc. Learning would include:

- ✚ Identifying your *‘First Things’* would lead to managing self and time as irreplaceable resources thus leading to being more productive and doing the right things timeously
- ✚ Managing self and time effectively intertwines with identifying the important which is the first module and leads them to setting S.M.A.R.T.E.R and B.H.A.Gs and imbibing the profitable habit of execution and action
- ✚ Participants are imbued with renewed confidence and great attitude which are the foundation of great performance, high ethical standard, moral uprightness, career success, sweet homes and a great nation
- ✚ The internal service value chain is enhanced thus enabling quality relationships and respect for team members functionally and cross-functionally, managing conflicts and excelling
- ✚ Acquiring self-esteeming demeanour comprising –
 - *Self-efficacy* - A sense of basic confidence no matter what
 - *Self-respect* - A sense of being worthy of happiness
- ✚ Learning the ‘how’ of managing self rather than just managing time, for true effectiveness
- ✚ The ability for the individual to play the *‘mirror game’* – the uncommon grace to search inwardly for solutions
- ✚ Renewal of commitment to the organisation’s core values and core purpose.

Note: This training comes with a psychometric profiling for participants. We would opt for the most relevant and the best after due consultation with our client.

Learning Points/Curriculum

Module I – True Effectiveness (Results), Time & Self-Management

- ✚ The profitable habit of putting *First Things First*
- ✚ Time Management: *Chrono versus Kairos*
- ✚ Self-Management I: Mind & Thought Process Management
- ✚ The ‘First Eleven of Professionalism’
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Time management 101
 - Setting Your Priorities
 - Making and Meeting Deadlines
 - How To Stop Procrastinating
 - Steps to Effective Corporate Execution
 - Why Execution is so Imperative

Module II – Personal Effectiveness & Motivation

- ✚ Emotional Intelligence – EQ Skills of self-awareness, self-regulation, motivation, empathy, social skills and vulnerability
- ✚ Effectiveness Habits of Goals setting & Execution (‘Killing *Excucitis*’)
- ✚ Private Victory: Getting Out of Your Own Way
- ✚ Work-Life/Life-Work Balance
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Setting S.M.A.R.T (E.R) Goals
 - ‘5 Confidence Builders’
 - Stanford’s Marshmallow Experiment on the impact of self-control
 - Emotional Intelligence
 - Managing a Personal Crisis
 - Intrinsic and Extrinsic Motivation
 - Why Punctuality Matters

Pre-conference Resources
& takeaway Executive
Book Summaries

1. **‘Execution: The Discipline of Getting Things Done’** by Larry Bossidy and Ram Charan. Crown Business/Random House Publishers, 2002
2. **‘Master Your Motivation’** by Susan Fowler. Berrett-Koehler Publishers, 2019
3. **‘Winning with People’** by John C. Maxwell. Nelson Books/Thomas Nelson Publishers, 2004
4. **‘Contagious You – Unlock Your Power to Influence, Lead, and Create the Impact You Want’** by Anese Cavanaugh. McGraw-Hill Global LLC, 2020

“If you could kick the person responsible for most of your troubles, you wouldn’t be able to sit down for weeks.”

– Theodore Roosevelt (The 26th President of the United States of America)

Course Title: Building and Leading High-Performance Teams*Duration: 2 days (on-site); 3 hours x 4 days (virtual)*

Working Better Together

Team-bonding:::Team-working

*“None of us is as smart as all of us.”***Introduction**

Why this training? Team approach in the New Work Order is a strategic decision driven from the top and imbibed by all as “the way we do things around here”. We are all familiar with the acronym: Together. Everyone. Achieves. More (T.E.A.M). Today, we present a winning team approach shared with our clients in a fun-filled, back-slapping camaraderie, and yet learning atmosphere. It is a powerhouse 5-pillar tactics of working together: **Transform. Empower. Achieve. Motivate. (T.E.A.M), and ‘doing what is right’.**

Learning Objectives/Benefits

Participants would go back to work and their lives’ endeavours determined to apply their learning by demonstrating team-working and team-leading behaviours that help:

- ✚ A conviction that “it takes teamwork to make the dream work”
- ✚ Building trust and empowering teams both individually and collectively
- ✚ Knowing that in the hypercompetitive interdependent world economy, individual stars can’t win, only good teams do
- ✚ A continuous belief in the team’s ability to play to win, winning mentality, continuous improvement and making the organisation successful
- ✚ Making winning team decisions via consensus is an awesome takeaway from this training. Consensus is no democracy, it is win-win!
- ✚ A caution that the ‘best team’ does not always win... A team that works together wins together
- ✚ Synergy (2+2=5 or more!) is the aggregate result of all team efforts. It is the fact that the sum total of our works far outweighs our individual contributions going it all alone
- ✚ Sessions are spiced with team-bonding:::team-working activities.

Some Team Activities

1. **'I am a team player, I interact'**

A team player is someone who gets along with others in the workplace and contributes to the company's success. Team players get ahead in their careers because employers value their contributions. We kick off the programme with our **'Networking Matrix'** and the verification process before we celebrate winners.

2. **'We are Accountable, and we are Solution Providers' (ASP)**

An Accountable team is a group of people who take responsibility for their own goals and outcomes, and who acknowledge their own mistakes. The ASP activity would be a choice between our legendary **'Edible and White'** or the evergreen baby-boomers' favourite **'100 Leaders under 1 Roof'**.

3. **'Effective Teams Trust, Commit, Contribute and are Creative'**

While your most successful performers may be standouts on their own, when it comes to participating on a team, they may struggle. In order to develop a shared sense of responsibility, your star performers must learn to perform as a team. We deploy the **'Tower Building'** creative challenge to gauge what we have learned so far and how we go on from here.

Learning Points/Curriculum

Module I – Building the High-Performance Team

- ✚ Why Team-bonding:::Team-working. Why Results.
- ✚ What and who is a team? Team versus Mobs
- ✚ Tuckman's Team Development Model
- ✚ Team Advantages, Synergy, et al
- ✚ Characteristics and Benefits of Winning Teams
- ✚ What's In It For Me (WII – FM)

Module II – Maintaining a High-Performance Team

- ✚ Ethical Leadership
- ✚ Responsibility and Accountability
- ✚ Building Accountable teams
- ✚ Outward Mind-set, Growth Mind-set, and the Fixed Mind-set
- ✚ Teaming EQ
- ✚ Team-enhancing Behaviours & Team-leading skills
- ✚ Dysfunctional Team Behaviours
- ✚ Team goals, decisions, and creative solutions
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Building an Accountable Team
 - 10 Ways To Be A Team Player

- Elements of Building A successful Team
- Coaching Your Team
- My Role In A Team
- Team Unifiers
- Dealing with Weakness In Your Team

Pre-conference Resources & takeaway Executive Book Summaries

1. **‘A Team of Leaders – Empowering Every Member to Take Ownership, Demonstrate Initiative and Deliver Results’** by Paul Gustavson and Stewart Liff. AMACOM, 2014
2. **‘The Five Dysfunctions of a Team – A Leadership Fable’** by Patrick Lencioni, Jossey-Bass, Wiley, 2002

Course Title: **Extra-Legendary Customer Service – XLS! Training Versions 1.0, 2.0 & 2.5***

Duration: 2 days (onsite); 3 hours x 4 days (virtual)



Introduction

“Extra-Legendary Customer Service is that 7-star service performance your customers keep talking about, keeps them happy and they don’t just keep coming back, they are busy mouthing your good deeds to others.”

- **BezaleelConsulting (Expounded in the book: Growing People by Olusegun Mojeed)**



These are past beneficiaries of this wholesale very practical home-grown customer service training.

Good service is giving people a little more than they expect. Legendary service is enjoying giving people a little more than they expect so they can talk about it again and again. The life of any human is in the blood. Customer service is the blood of any organisation. We therefore ought to cherish our customers because without them, we have no business being in business.

Modules/Curriculum, Learning Objectives/Outcomes

Module I – Extra-Legendary Customer Service – An overview

- ✚ The Habit of Keeping Customers Happy
- ✚ People Handling & Helping skills
- ✚ Managing Moments of Truth (MOT)
- ✚ ‘To Sell is Human’ – What Do My Customers Buy?
- ✚ Internal Service Value Chain
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - 6 Ways to Keep Customers Happy
 - 5 Questions for your Customers
 - 4 Customer Service Mistakes
 - Handling Customer Complaints

Learning objectives/Outcomes: We would share the ‘Golden Rule’ of customer experience, CX in class. The faculty handling this module has been in the business of serving customers across industries for about 30 years. He keeps reinventing himself bringing wealth of experience to impart on participants. Participants would go back to work fired up to apply their learning in working together with team members to provide solutions to customer issues and reinventing their service and people handling charter.

Module II – Effective Customer Service Communications, Total Quality Attitude, & Emotional Intelligence (EQ)

- ✚ Building blocks of Effective Communications – ‘The 7 Cs’
- ✚ ‘Listen-Ability’: A critical success factor
- ✚ Working with Emotional Intelligence
- ✚ Total Quality Attitude
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Basic Principles of Workplace Communication
 - Empathetic Listening
 - Active Listening
 - Listening Effectively
 - What is Emotional Intelligence
 - ‘Attitude: It Is Your Choice’

Learning Objectives/Outcome: Participants would go back to work with the commitment to apply their learning in communication modes and attitude, gaining confidence and feeling good about oneself, body language, etc. Listening is the greatest act of communication. Listening to customers can be so rewarding. We listen to what is being said and what is not verbalised. Excellent communication skill is good business at home, at work and in life. Participants would go back to work demonstrating the value-adding self-confidence habit of “if-it-is-to-be-it-is-up-to-me”. They come to term with the fact that attitude is everything and would therefore commit to always demonstrating positive attitude in spite of the odds.

**Version 1.0 is the basic level for all customer-facing, and indeed all employees. 2.0 is specific for line managers and team leads across board while 2.5 is for the Strategic Leadership Team*

Course Title: **Effective Negotiating Skills & Tools ('Power Negotiating')**

Duration: 2 days (onsite); 3 hours x 3 days (virtual)

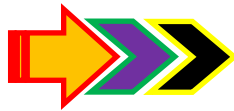
Introduction

This is a 2-day interactive workshop on the path to successful negotiations, using powerful nuggets and tested tactics to make the other Party experience the winning feeling even when you are the undisputed winner.

Purpose/Benefits/Learning Outcomes

This training grooms participants, and enhances their skills in the art and act of becoming successful negotiators in all facets of their life and business endeavours. This curriculum is modelled on our **'Power Negotiating'*** series for your advantage and the benefit of all participants which may include those involved in day-to-day negotiations in the real time buying and selling world in addition to the "bread and butter negotiators". These powerful nuggets are often called 'secrets' and they are useful tactics that when put into practice immediately after course, the results are impactful and quantifiable.

By the time participants get back to work, they would have left class with demonstrable activated learning that would give them the edge on the subject matter going forward and they are then confidently capable of applying their learning in 'mastercraft negotiating!' in the following areas and more...



- # Knowing that negotiations are a business of the business and as such must be handled in a business-like manner.
- # An awakening to both the intended and the unintended impact of negotiations on the bottom-line.
- # Coming to term with the reality or myth of 'Win-Win' solutions in real time negotiations.
- # Learning the 'secret of *power negotiating*' – the intricate skill of making the people on the other side feel that they have won while you get what you wanted.
- # Acquiring the excellent communication art of **'Listen-ability'** – an essential requirement in hearing not only what is being said but that which is not being verbalised.
- # **Emotional Intelligence, EQ** over IQ – parties in negotiation are often very intelligent. Sadly and often than not, they lack the all-important emotional aspect of intelligence. It's a module on this curriculum.
- # Knowing which 'gambits' to deploy and at what point in the negotiation process.
- # Gaining essential knowledge on the usefulness of the BATNA and the MPP principles.
- # Knowing that 'nibbling' is an effective technique to get a little extra concession even after reaching agreement.
- # Mastering a few 'tricks' for results-oriented negotiations.
- # **Language** – The need for professional utterances throughout the process is of utmost importance. Insults and profanity are unprofessional in negotiations.

**Courtesy Roger Dawson who used the expression in his book "The Secrets of Power Negotiating". Career Press, 2011*

Learning Points/Curriculum

Module I

- ✚ Preparation! Preparation!!
- ✚ Physically and Mentally
- ✚ Knowing the BATNA/MPP
- ✚ KYS/KYO

Module IV

- ✚ Negotiating with Emotional Intelligence – EQ
- ✚ Mind-sets Management
- ✚ Negotiating ‘No No’s’

Module II

- ✚ ‘Win-Win’ Negotiations: Myths and Realities/‘Power Negotiating’
- ✚ Negotiating Strategies, Principles, Secrets, Gimmicks & Tactics/Reaching a deal!
- ✚ The ‘Gambits’

Module V

- ✚ Effective Communication
- ✚ Negotiating Languages

Module III

- ✚ Collective Bargaining: Framework & Structure
- ✚ Rights & Obligations of Parties
- ✚ Grievance Procedure & Trade Dispute Resolution skills
- ✚ Alternative Dispute Resolution
- ✚ Responsibility & Accountability

R & A

Learning Enhancers

- ✚ Pre-conference resources, Learning Contract, etc.
- ✚ Video Learning with transcripts.
- ✚ Class exercises, discussions, games, role play, etc.

Course Title: Effective Business Communications (*incorporating the full-day Presentation/Facilitation Skills Master Class*)

Duration: 3 days (on site); 4 hours x 4 days (virtual)

Introduction

“You can have brilliant ideas, but if you can’t get them across, your ideas may count for nothing.”

This training is a hybrid of four in our flagship bouquet of creative business writing, presentation skills, Listen-Ability, and professionalism/etiquette. Each of these programmes when running on its own is two days in duration. It is akin to getting four for the price of one.

Business Case

In today’s global business and highly pressurised competitive environment, professionals find all kinds of business communications an integral part of the job. Employees of all levels and cadre – team leads, managers and C-suite executives make various business presentations week in, week out. Furthermore, business communication is a daily activity through various communication channels such as proposals, memos, electronic mail, social media platforms, etc. Appropriate well-tailored business communications drive outstanding/extraordinary customer service, satisfaction, and retention, selling and revenue improvement. Everyone communicates but not everyone inspires. What do we communicate? We communicate ideas, products, services, culture, opinions, attitude, etc. This multiple-edged competency is a requisite skill not only in managing talents and executive succession in world-class organisations but also in shaping the perception of stakeholders and in growing revenue. Communicating powerfully, prolifically and authentically is now an essential KPI not only for leaders and managers but for all those being groomed for these roles, *from cradle to greatness*.

Furthermore, with the *rise and rise* of technology to previously unimagined heights, the importance of communication in the workplace and business communication has become even more profound hence the need for professionals to hone their skills in effective communication with a view to serving all customers (internal, external, and eternal) in an extraordinary manner. In this training, we allotted good time for Writing Skills and Presentation Skills respectively as primary forms of business communications be it writing of memos, e-mails, creating Power Points, etc. Essentially, the mastering of the Microsoft Office suite is emphasised. Business writing is methodical those who write lacking in method find it a chore to be done away with as soon as possible. Such writings turn away readers and do not get results. We pay special attention to the listening aspect of communication because it is the best part in the fine art of communicating.

Learning Points/Curriculum

Module I – Effective Business Communications: *This is one and a half days session because of its centrality and importance to business excellence, career development, and business continuity.*

- ✚ Building Blocks of Effective Communications – ‘The 7 Cs’
- ✚ Presentations 1 (pre-session)
- ✚ Resources for Effective Presentation
- ✚ Presentation/Facilitation Skills Master Class: Authentic Speaking/“**How Do I Look: Before & After?**”

(Assessment follows this session on composure, authenticity, slides’ look and feel, etc. Prizes would be awarded)

- ✚ ‘You Are What You Communicate’
- ✚ ‘Listen-Ability’
- ✚ Professionalism & Etiquette
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - BLUF – Bottom-Line Up-Front Communication
 - Empathetic Listening
 - Listening Effectively
 - Basic Mailing Etiquette
 - Preparing to Give a Presentation
 - Efficient Effective Conversations
 - Delivering a Great Presentation

Module I Learning outcome: Participants would have a fresh grasp of the subject matter from our S.M.Es. They would start to commit to applying their learning when back to work in such areas as communication modes and attitude, gaining confidence and feeling good about oneself, body language and the use of English language. Effective communication skill is good business at home, at work and in life. Takeaways from this module would include the ability to put what is learned in class into practice and then compare performance to what was done earlier on day one. It is a case of “**How do I look: Before and After?**”. “Every good conversation starts with good listening.” Listening is the finest art in communicating. Little wonder then the creator created us with two ears and one mouth so that we can listen more than we talk which is the essence of this module. People with more effective listening tendencies have a greater ability to persuade others, develop effective work relationships, and build coalitions to get things done. This is true even after taking verbal ability into account. We look at how the social media has greatly reduced our ability to listen. Listen-Ability is a skill that should be much coveted.

Module II – Creative/Business Writing Skills

- ✚ Why Business Writing
- ✚ Writing Methodology
- ✚ Particulars of Writing
- ✚ Readability and Ease of Understanding
- ✚ Authentic Speaking
- ✚ ‘You Are What You Communicate’

Module II Learning outcome: Participants would go back to work with enormous confidence ready to apply their learning no matter where situated, demonstrating newly acquired or enhanced skill in effective writing right from the class. Attention to details and due diligence in writing are threads that run through this module. Writing is no longer seen as a chore to be done away with anyhow. There is a renewed awareness that slangs such as “It doesn’t matter” and “It is not my mother tongue” have no place in the comity of good business writing.

Course Title:

*Duration: 2 days
(onsite); 3 hours x 3 days
(virtual)*

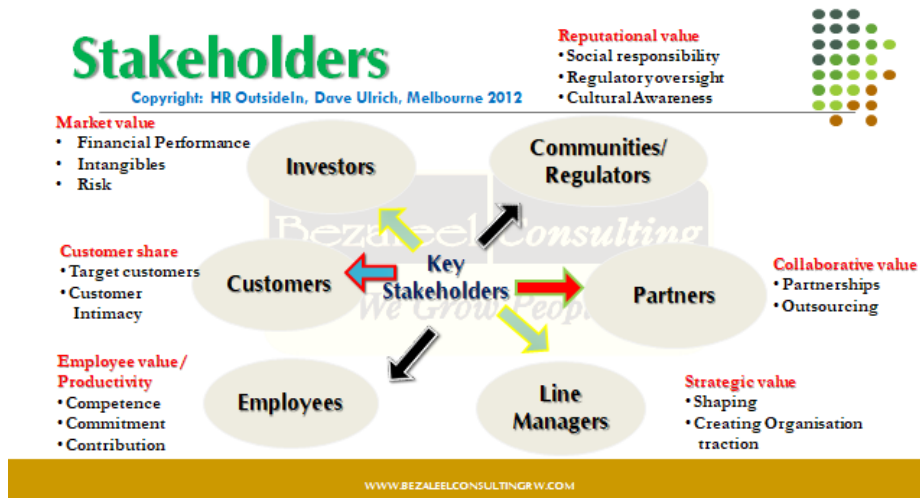
**Effective Stakeholders
Management Strategy**
...More than just Community Relations

**Who are my
Stakeholders?**

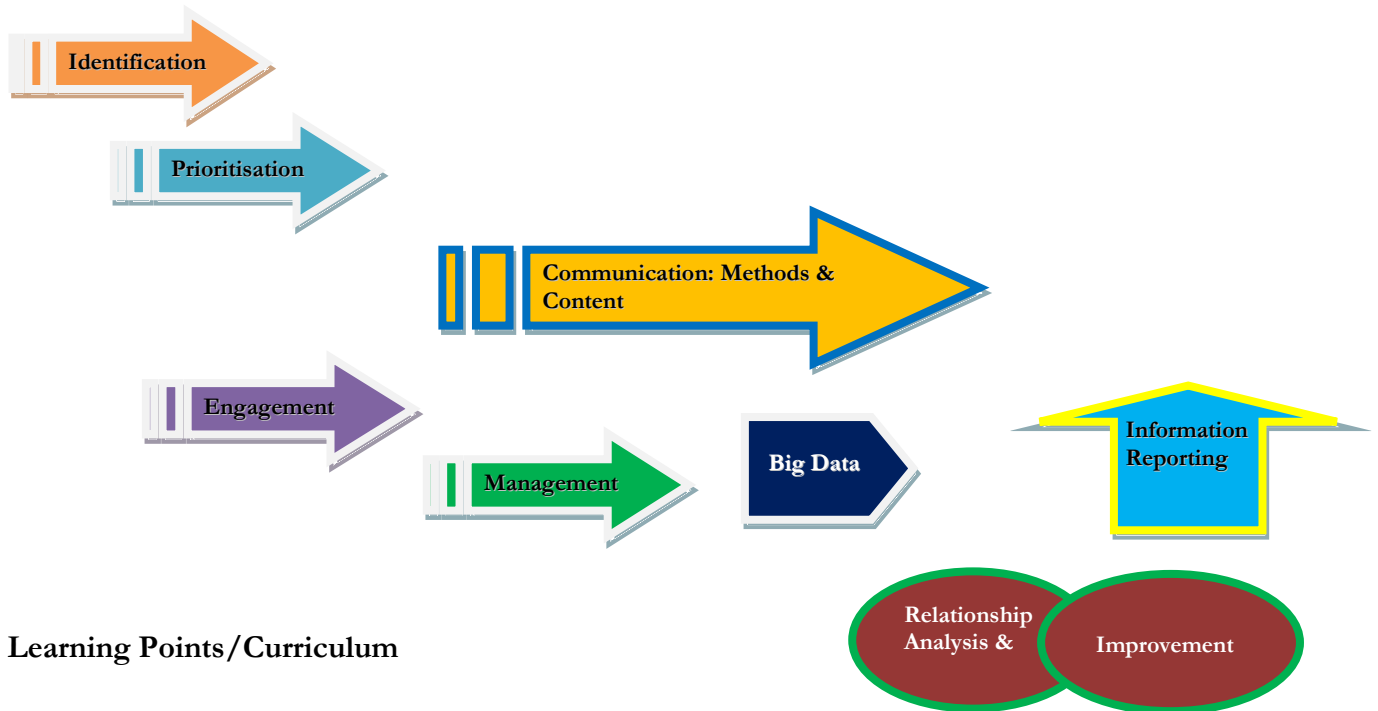
Introduction

“If you want your ‘project’ to succeed, it pays to remember the old saying, “No man is an island.”

The ‘project’ may be an entire organisation, a team project, and/or a personal endeavour. To succeed, your project requires input from other people hence their engagement, management and involvement are prerequisites for effectiveness (results) in the workplace, home front, and in life. Relating and communicating effectively with these influencers and support groups is a skill that could either promote (or shipwreck) a career, business or reputation. Effective Stakeholders management has never been so business-impacting and so important as in today’s global business and highly pressurised competitive environment. The rapidity of social media and machine learning has also contributed in no small measure to stakeholders’ knowledge and information at their disposal. We would adopt the ‘best-in-class’ approach of leveraging strengths and advantages inherent in effectively managing interactions and communications.



It is a new ball game for everyone from full time employees (FTEs) who are themselves major stakeholders, to customers, investors, third party suppliers and employees, regulators, etc. The key to effective Stakeholders management is planning detailed in a strategy of ‘nine tips’ that may include stakeholders’:



Learning Points/Curriculum

Module I – Effective Stakeholder Management

- ✚ What’s Your Stakeholders’ Management Strategy?
- ✚ Knowing & Prioritising Your Stakeholders
- ✚ Setting and Accomplishing Goals
- ✚ Methods & Content of Communication
- ✚ ‘Taking People with You (TPWY)

Module I Learning outcome: Running a successful ‘project’ requires a high degree of stakeholder management. Participants would go back to work having a fresh understanding of the subject matter, and well equipped to manage all stakeholders as a matter of priority. They would be prepared to come to terms with the values and issues that stakeholders have for the purpose of addressing them and keeping everyone on board. Participants would start to commit to applying their learning when back to work in such areas as stakeholders’ prioritisation, ‘taking people with you’, relationship analysis and improvement, etc.

Module II – Big Data, Communication, Reporting & Analysis

- ✚ Stakeholders and Big Data/AI & Information Reporting
- ✚ Stakeholders Relationship Analysis & Improvement
- ✚ Digital Lifestyle and Cyber Security
- ✚ Team-bonding::Team-working

Module II Learning outcome: Participants would go back to work with enormous confidence ready to apply their learning no matter where situated, demonstrating newly acquired or enhanced skill in taking full advantage of the information highway with the massive data all around us. They would commit to accessing all available AI-enable platforms to manage all stakeholders effectively to the advantage and profitability of the organisation. They would be ready to buck conventions and deal with the instances of metathesiophobia.

Learning Enhancers

- ✚ Pre-conference resources, Learning Contract, etc.
- ✚ Video Learning with transcripts.
- ✚ Class exercises, discussions, games, role play, etc.



Course Title: Working and Leading with Emotional Intelligence

Duration: 2 days (onsite); 3 hours x 3 days (virtual)

Introduction

Winning organisations have managers (and often employees) who have developed the ability to work successfully with others, accomplishing tasks through their Associates and team members, supporting and encouraging them. These are leaders who see people issues as primary and their resolution as foundational to organisational success. These are managers who daily operate with their emotional intelligence (EQ) in top gear. Emotional Intelligence is that ability to sense and develop interpersonal and intrapersonal skills and use them successfully.

“No matter how much work you can do, no matter how engaging your personality may be, you will not advance far in business, (and we dare say in life) if you cannot work through others.” - John Craig

It is an art of being able to sense what others are feeling, express our own feelings, handle our feelings in ways that are safe and respectful to ourselves and others, understanding the effects of our feelings and behaviour on other people, and being able to support other people through emotional challenges. Intelligence Quotient (IQ) is just a tip of the iceberg responsible only for 15% of human successes the remaining 85% comes from relationships and connecting, EQ.

Learning Objectives/Benefits

Participants would go back to work after this two-day programme with enough enthusiasm to use their learning to build strong relationships, successfully work with others, create great experiences, and succeed in life and at work.

Learning Points/Curriculum

Module I

- ✚ Understanding Emotional Intelligence
- ✚ Ego versus EQ and IQ vis-à-vis EQ
- ✚ Self-Awareness and Self-Regulation
- ✚ Motivation and Empathy
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - What's Emotional Intelligence
 - Empathetic Listening
 - Intrinsic and Extrinsic Motivation
 - Stanford University Marshmallow Experiment

Module II

- ✚ Interpersonal and Social skills
- ✚ Assertiveness, Confidence Building and Vulnerability
- ✚ High EQ versus Low EQ
- ✚ Mind-sets Acculturation and Thought Process Management

Course Title: **Effective HR Business Partnering, e-HRBP!** *Master Class*

Duration: 2 days (onsite); 3 hours x 4 days (virtual)



HR Going Forward

Learning Objectives/Benefits

One of the challenges for HR practitioners and professionals today is the need to not only deliver efficient and reliable HR operations and systems, but also to act as a business partner and strategic advisor to the senior team.

This 2-day workshop helps participants to understand the new demands and roles of the HR professional, and explores how to position oneself as a true business partner. Essential competencies to achieve excellence in this function would be discussed in details.

Case studies, group sharing and facilitated discussions help highlight issues and how to address them. The business is HR's business.

Learning Points/Curriculum**Module I**

- ✚ Strategic HRBP
- ✚ Effectiveness Revisited
- ✚ Value Proposition/Creating and Delivering Stakeholders' Value

Module II

- ✚ The HR Value Chain
- ✚ The Internal Service Value Chain

Module III

- ✚ HRBP Key Skills and Competencies
- ✚ Business Partnering roles and responsibilities

Module IV

- ✚ HR Core Competencies
 - The Credible Activist: Influence and Building Credibility
 - Organisation Enablers
 - Delivery Enablers
 - The business partner and strategic advisor relationship
 - ✚ Evolution of HR competencies
 - ✚ Case studies, book summaries, video clips, etc.
-

Course Title:

Duration: 2 days

**'Fleet Xtra': Defensive Driving/Motoring
Excellence & Fleet Management**
(Incorporating Security Awareness & Information Handling)

This training is all about saving lives (your cargo), time, and money; and the life saved may be yours. It integrates Courses 1, 2, 3, & 4 in just two days!

It makes a whole lot of business sense for all involved in driving and riding to undergo training and retraining in safe and defensive motoring, fleet management, and riding.

Learning Objectives/Benefits

At the end of this 2-day *jolly ride*, participants, who may be professional drivers, managers, team leads, men and women, are ready to go back to work and become better drivers demonstrating the following good habits among others:

- ✚ They are further enlightened on the role of excellent motoring habits and its impact on the organisation's reputation, growth and profitability
- ✚ That fleet management is every 'driver's' responsibility
- ✚ The mastery of defensive and anticipatory motoring, driving and riding techniques
- ✚ Refreshing knowledge of the highway codes, statutory safety procedures and vehicular checks
- ✚ Imbibing afresh the virtue of neatness, cleanliness and safe habits/ethics at work
- ✚ A new psychological insight to handling insanity, the maddening crowd, and road rage
- ✚ A reawakening to one's security and information handling responsibilities
- ✚ A broadened knowledge of the business imperatives of driving to assist in improving performance as professionals and the discipline of do-it-yourself (DIY) when it comes to minor repairs, etc.

Learning Points/Curriculum

Module I: Courses 1 & 2

- + Defensive Driving
- + Making choices you can live with
- + The conditions that drive us
- + You are the Company

Module II: FRSC's Input – Overview of the FRSC Acts

- + First Aid & Safety Procedures
- + Health Issues and Screening
- + The revised Highway code/Vehicle & Driver's Licensing Procedures
- + Causes of, and reduction tips on accidents

Module III: Courses 3 & 4

- + But I am a good driver
- + There is more to driving than the rules
- + I can't control the weather
- + Child Safety restraints

Module IV: Drivers Administration & Fleet Management

- + Resolving Disputes/Conflict Management
- + Updating/Keeping Records and Resource Management
- + Negotiating
- + Schedule Implementation & Enforcement
- + The 4-Step Strategic Fleet Management Process

Session's enhancers would include experience sharing, videos, team exercises, etc.

Course Title: Skills Improvement Course for Secretaries and PAs**(Essential Management Development and Performance Enhancement Skills for Personal Assistants & Secretaries)**

Duration: 2 days (onsite); 4 hours x 2 days (virtual)

Introduction

This module is one of our flagship bouquets. We are glad to mouth it that alumni of this programme have moved on to become managers and team leads in other functional areas of the business. We discovered early that this function is not really a career path in the real professional sense of the word hence our curriculum includes a deliberate grooming for career path in various functional areas. Another major motivation for this course is the need for Personal Assistants, Secretaries, and all in similar roles to take time off their busy schedules to ‘Sharpen the Saw’. This becomes necessary considering the increasing rate of job enlargement and heightening role expectations from their bosses and other stakeholders.

Learning Objectives/Benefits

- ✚ A refreshing perspective on the role of this function and its contribution to bottom-line profitability and top-line growth
- ✚ A reenergising retreat for participants to give outstanding service to all stakeholders, effectively managing their bosses to manage people and performance excellently
- ✚ Renewing the ability for learning transfer in and outside the workplace
- ✚ Acknowledging their potential to develop, grow and pursue continuous improvement and different course of action to further their career and contribute maximally
- ✚ Discerning what matters most to them and pausing to give due care and concern
- ✚ Ability to manage and chart a career path
- ✚ Imbibing the performance enhancing habit of team-bonding:::team-working so they don’t forget themselves in the often lonely C-suite desks they currently manage
- ✚ Harnessing the full advantage of the digital lifestyle, big data and artificial intelligence
- ✚ Appreciating the essence of effective communication in business and in life.

Note: This training comes with pre-conference psychometric profiling of participants. We would opt for the most relevant and workable one after due consultation with our client.

Learning Points/Curriculum

Module I

- ✚ Profitable Habit of putting **'First Things First'**
- ✚ Managing Your Boss/What do Bosses Really Want?
- ✚ Business Communication & Etiquette
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Setting S.M.A.R.T.E.R Goals
 - Setting Your Priorities
 - Things Bosses Look For...
 - How To Represent Your Boss Well
 - Tips For Managing Your Boss
 - Delivering 'Bad News' to the Boss
 - Make The Most of Touch-Base Meetings
 - Demonstrating Initiatives
 - Generating Buy-In for Your Idea

Module II

- ✚ Managing the Customer
- ✚ Handling Moments of Truth
- ✚ Interpersonal & People skills
- ✚ Total Quality Attitude
- ✚ Managing Up versus Upward delegation

Pre-conference Resources & takeaway Executive Book Summaries

1. **'Good Boss, Bad Boss – How to Be the Best...and Learn from the Worst'** by Robert I. Sutton. Business Plus, Grand Central, 2010
2. **'Lead Your Boss – The Subtle Art of Managing Up'** by John Baldoni. AMACOM, 2010
3. **'Managing Up – How to Move Up, Win at Work and Succeed...'** by Mary Abbajay. John Wiley, 2018

Course Title: Enhancing Your 'ESP – Extra-Supervisory Perception!' Training

Duration: 2 days (onsite); 4 hours x 3 days (virtual)

This workshop is specially packaged for those who are ultimately responsible for getting the job done – team leads, supervisors and managers. It is specifically tailored to meet identified needs for this category of employees. We are propelled by our knowledge of these needs which are ever evolving, and at times peculiar in nature. We are glad to harness and deploy all resources during the sessions towards the attainment of our clients' priorities, visions and business goals.

Learning Objectives/Benefits

Participants would go back to work pumped up and eager to apply their learning which would include:

- ✚ Acquiring the **'ESP'** is so crucial in times like this. It enables the strength of character to handle challenges innovatively, innovating the way we innovate, thereby driving growth and profitability
- ✚ Managing people for performance and supervising projects in this digital, big data and artificial intelligence era is adequately covered in session
- ✚ Change is a recurring thread that runs through the ESP, emphasising its inevitability and prepares participants as Agents of change; warning against resistance and encouraging them to shun every element of metathesiophobia
- ✚ Participants learn to create time and interest for performance coaching, appropriating the full advantage of delegation and empowerment
- ✚ This programme introduces participants to the basic level of the new functions of management and thus begin their grooming into something bigger
- ✚ Applying one's learning for self-esteem (self-efficacy + self-respect), and organisational growth is a crucial takeaway from this workshop
- ✚ Sessions are so practical as hands-on result-oriented supervisory/people-leading strategies are demonstrated all through

Learning Points/Curriculum**Module I**

- ✚ The **'ESP'** – A paradigm shift
- ✚ New functions of Management
- ✚ Managing People for Performance/Performance Coaching
- ✚ Effective Communication
- ✚ Employee Engagement

Module II

- + Team-bonding:::Team-working and People Skills
- + Managing Self/Thought Process
- + Managing Multi-Generational Workforce
- + Video learning (max. 5 minutes each with transcript) may include any of these:
 - o Demonstrating Initiatives
 - o Working Under Pressure
 - o Execution
 - o Understanding People (especially those who disagree with you)
 - o How To Build Your Strengths
 - o Signs of Fear in the Workplace
 - o What’s Employee Engagement?
 - o The 10C’s of Employee Engagement

Course Title: Managing People for Strategic Advantage

Duration: 2 days (onsite); 3 hours x 3 days (virtual)



Introduction

This training is designed for those who would leave class and start to make things happen. An alumnus of this class has a propensity for forward movement. Even when they fail, they ‘fail forward’. They make good things happens timeously. We discuss strategy extensively in class. They do not only think strategically, they have the ‘execution mind-set’ by the reason of passing through this class. A mind-set that believes that execution is the new strategy and would therefore go to any length ethically to ensure their team outperforms competition by miles. Winning is always possible.

This course aims at building managers and team leads who build their employees and contributors by motivating and inspiring them (not beating them down). These are managers who see themselves first as strategic leaders and performance coaches respectively.

Learning Objectives/Benefits

Participants would return to work with the bubbling spirit of “If-It-Is-To-Be-It-Is-Up-To-Me!. In addition to this, other demonstrable learning would include:

- + A learning transfer attitude of taking their learning to the workplace for immediately application in managing team members
- + The Owner’s mind-set – a performance-driven attitude to own it and run with it

- ✚ Team-working:::Team-leading, boldness to use key team-working and team-leading nuggets to get the best for team members and for the organisation
- ✚ It is in the DNA. The strategic manager manages for results. He is no longer in doubt of what constitutes results
- ✚ Best-fit performance management and appraisal skills are essential takeaways
- ✚ They acquire the performance coaching skills-set of training, career coaching, confronting and mentoring
- ✚ They are bold and accountable ready for higher responsibilities

Learning Points/Curriculum

Module I – Being Strategic

- ✚ Goals/KPI Setting
- ✚ Performance Coaching
- ✚ Results-Oriented Delegation (ROD)
- ✚ Discipline of Execution (DoE)
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Performance Under Pressure
 - Why Execution Is Imperative

Module II – Managing People

- ✚ Effective Communication
- ✚ Emerging People Management Skills
- ✚ Talent Management/‘Taking People With You’
- ✚ Team-working:::Team-leading
- ✚ Handling Poor Performers
 - Demonstrable Initiatives
 - What Bosses Look for...
 - Employee Engagement
 - Strategic Leadership Roles

Module III – Business Management

- ✚ Responsibility and Accountability
- ✚ Owner’s Mind-set and Entrepreneurship
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Holding People Accountable
 - Practices of Continuous Learning
 - Reasons great Companies Fail

Module IV – Wellness and Employee Wellbeing

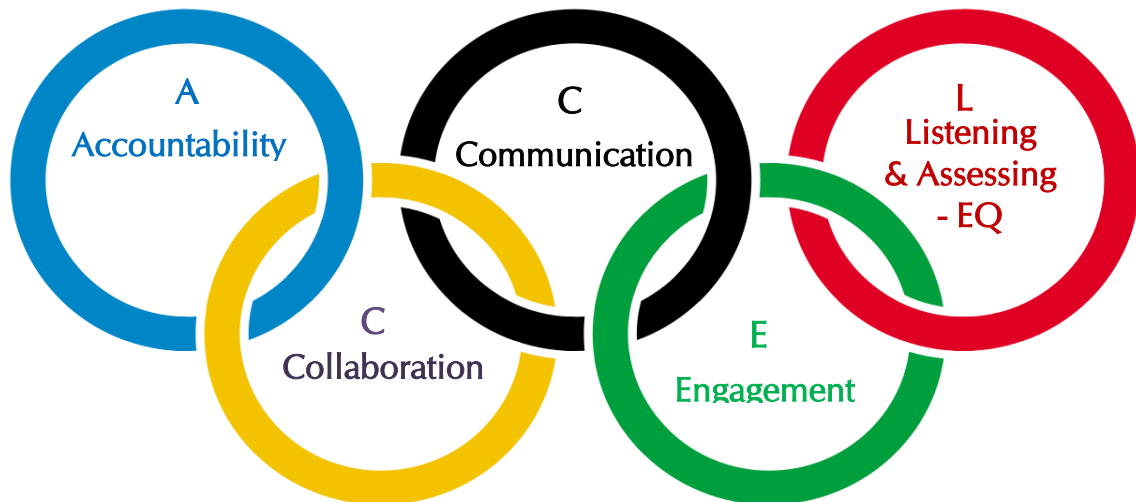
- ✚ Employee Wellbeing (Not Welfare)
- ✚ True Recreation

- ✚ 360° Wellness
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Arsenals to Battle Burnout
 - Leading a Balanced Life
 - Ways to Recharge

Course Title: Leadership Skills Enhancement – LSE – Programme

Duration: 2 Days (onsite); 3 hours x 4 days (virtual)

Our LSE programme is a leadership development module packaged not only to give the target audience the essentials of personal growth and self-esteeming demeanour but to also equip them as a



collaborative force that would ignite a consistent corporate excellence in all facet of the company’s businesses. It is designed for senior, middle level and aspiring leaders to assist them in bridging identified performance gaps through the acquisition of key learning and taking the next steps in transferring their learning to the workplace (and the home front) to influence behaviours and impact the bottom-line positively.

This is a training that reawakens delegates to the inbuilt responsibility and accountability of their roles, the “how to” of leading and preparing them also for business communication, team-bonding:team-working, employee engagement – going the extra mile. It is predicated on the 5+ key skills for leadership and management excellence. The leadership art of ‘vulnerability’ is a plus to this class.

Learning Objectives/Benefits

- ✚ Embracing powerful people-handling and employee engaging skills that would enable the engagement of heads, hands and the hearts for improved productivity and corporate profitability

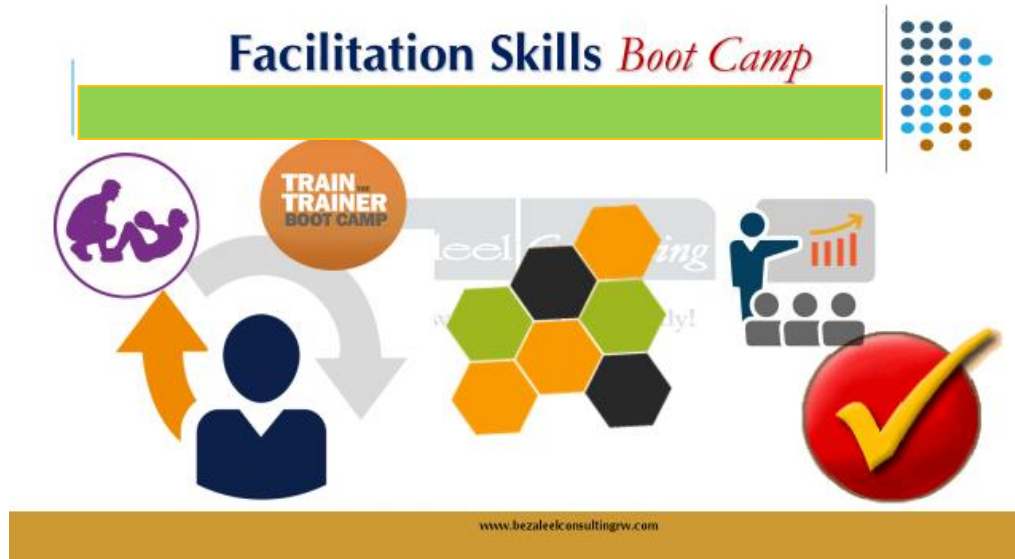
- ✚ Appreciating the importance of accountability and how essential it is for managers and team leads to be accountable for results, their actions (or inactions) as well as that of their team members
- ✚ They communicate using multi-directional and systematic communication and multi-faceted platforms and devices thereby ensuring that team members understand their roles and responsibilities relative to the overall corporate objectives
- ✚ Developing a crop of managers who become visionary, and are no longer satisfied with the steady-performer status but are eager to move to the best level of being high performers
- ✚ Developing and acquiring the strength of character to best assist in facing challenges creatively and innovatively
- ✚ Developing self-esteem, self-efficacy and self-confidence to lead
- ✚ Making knowledge transfer compulsory thus assisting delegates in exerting energy at applying their learning to enable high yield on return on learning expectations and investments

Learning Points/Curriculum

- ✚ **Getting Started: 'ACCEL dot V'** – Results-oriented Leadership Skills and Competencies
- ✚ **Module I:** Accountability and Responsibility
- ✚ **Module II:** Communicating Professionally and Prolifically
- ✚ **Module III:** Collaborating Through Trust, Team-bonding:::Team-working
- ✚ **Module IV:** Employee Engagement, and Leading with Emotional Intelligence
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Why Accountability Is Important
 - Workplace Communications
 - Preparing to, and making a business presentation
 - Effective Team Practices
 - Commandments of Employee Engagement
 - Execution Is the New Strategy
 - Strategic Leadership Roles

Pre-conference Resources
& takeaway Executive
Book Summaries

1. **'Execution: The Discipline of Getting Things Done'** by Larry Bossidy and Ram Charan. Crown Business/Random House Publishers, 2002
2. **'Growing People – Experiential Essays on People Skills...'** by Olusegun Mojeed, FCIPM. Digitech Creative Press House, 2019
3. **'Own the A.I. Revolution'** by Neil Sahota and Michael Ashley. McGraw-Hill, 2019
4. **'Taking People With You – The Only Way to Make Big Things Happen'** by David Novak. Penguin, 2012

Course Title: Train-the-Trainers/Facilitation Skills Workshop*Duration: 2 Days (onsite); 3 hours x 3 days (virtual)*

This is a master class for your internal faculty, managers, team leads and facilitators across board. Key ideas in facilitation are: **leading processes** and **creating participation** while **staying 'neutral'**. "Facilitation is the art of leading people through processes towards agreed-upon objectives in a manner that encourages participation, ownership and creativity by all those involved." A facilitator is the person doing facilitation. And according to Google's definition, a facilitator is a "*person or thing that makes an action or process easy or easier*".

Business Case

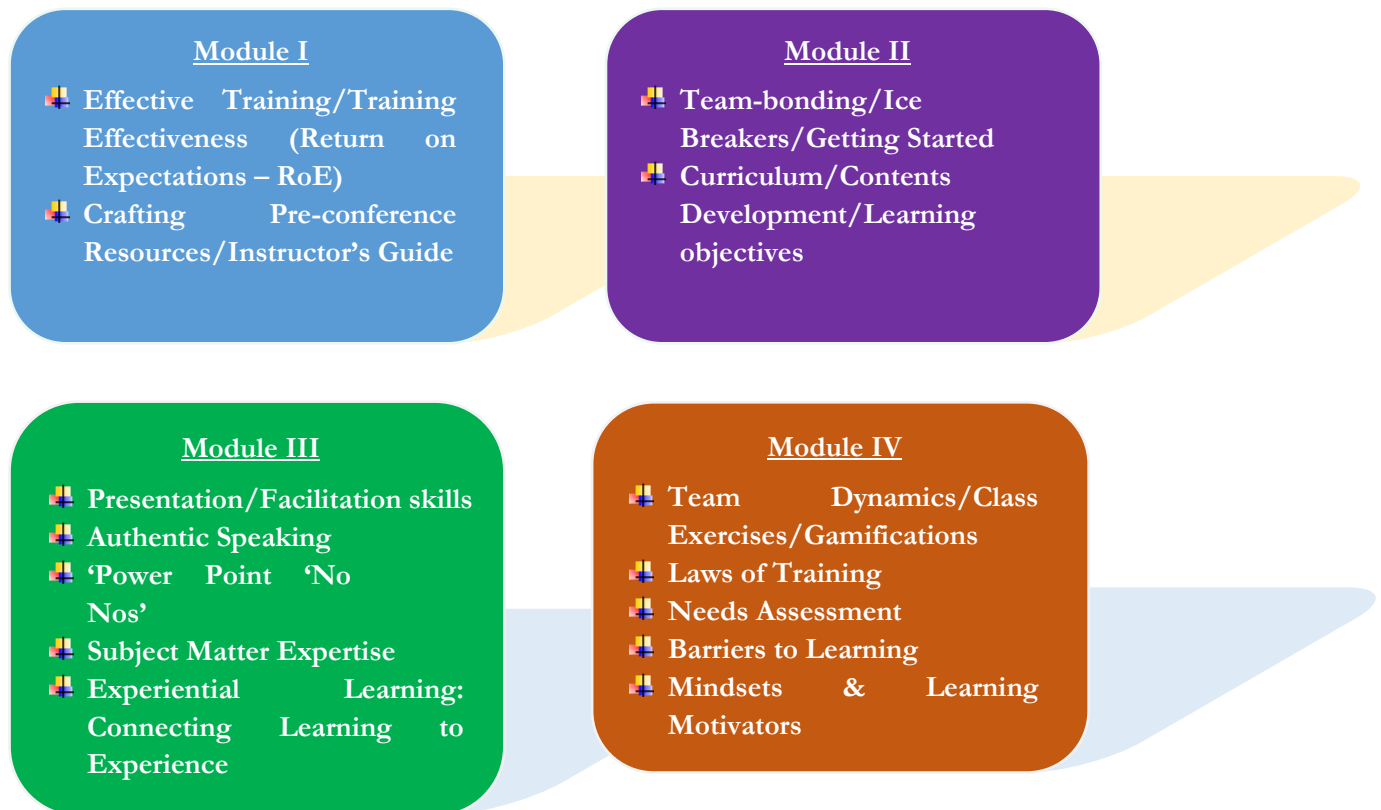
Massive learning investments call for a lot of trainers especially at the level of a viable internal faculty. Unless you have an endless budget to hire external trainers, you might be better off training your own internal experts who can transfer skills and knowledge to other employees. A competent and skilled group of internal trainers will also help a lot in supporting any future change and transformation initiatives that your organisation might undertake. Additionally, having internal trainers allows an organisation to pass on domain or organisation-specific knowledge from experienced employees to newer ones.

This workshop provides an effective strategy to equip employees and subject matter experts with new knowledge on how to teach others and how to foster an environment where everybody feels welcome to improve their skills.

Learning Objectives/Benefits

Participants would go back to work committed to applying their learning (immediate learning transfer) from the Boot Camp in every area covered in class. Furthermore, they are both exposed to, and would go away with further resources to reinforce learning.

Learning Points/Curriculum



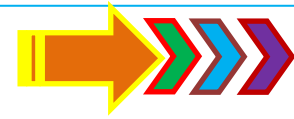
Video learning (max. 5 minutes each with transcript) may include any of these:

- Practices of Continuous Learning
- 5 Confidence Builders
- Preparing for, and Making Presentations
- Active Learning Strategies



Leadership A.R.M

1. Agility
2. Resilience
3. Morality



Course title: **Great Leaders, Great Teams, Great Results!**

Duration: 2 days (onsite); 3 hours x 4 days (virtual)

R & A

Introduction

The Responsibility and Accountability Workshop

“Leaders lead. A leader either adds value or gets out of the way for those who will.”

Great, people and performance-oriented leaders ask pertinent questions such as: “Are my people responsible?” “Do they have response-ability?” “Are they accountable?” “If yes, how do I know?” “To whom are they accountable?” “Does the buck stop on my desk?” As a leader, the path to greatness is to create a culture that supports accountability. Therefore, I must model accountability thereby providing quality leadership, and this means *adding value*. A manager or team lead, or supervisor must produce quality results, or s/he gets out of the way for someone who will. The first step to adding value is to set clear, audacious, and achievable goals, put in place a follow through mechanism, and motivate team members to achieve results.

Whether you have been a manager for a while or you are just assuming leadership position in your organisation, this twin demonstrable skill is surely critical to your short-term and long-term success

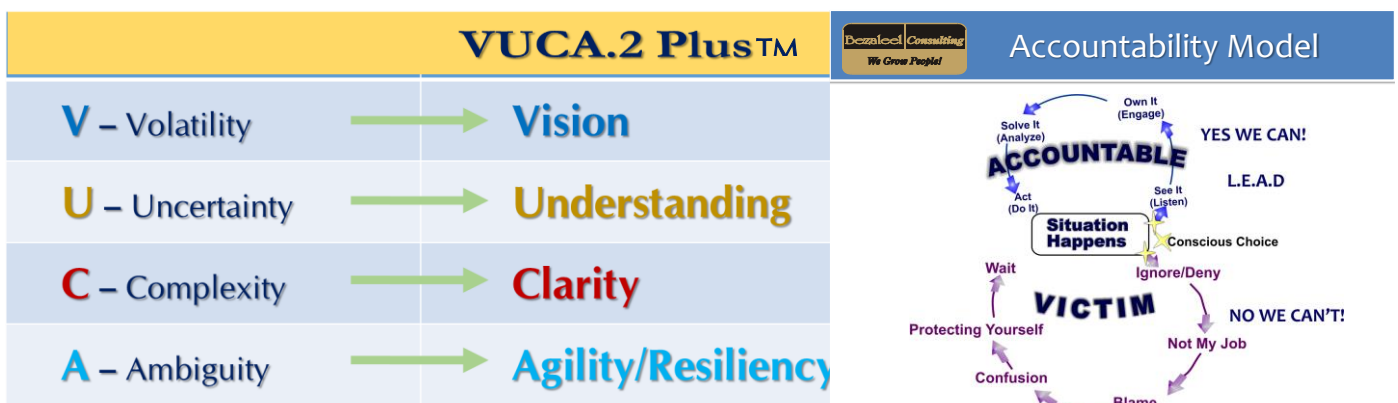
Learning Objectives/Benefits

This intensive module reawakens participants to powerful leading nuggets that would launch them on the path of *greatness*. They come to terms with what really is accountability; response-ability; how to hold oneself accountable; building an accountable team; holding people accountable; creating more accountability; etc. Participants would come back to work taking responsibility for the application of their newly gained or enhanced knowledge on the subject matter and prepared to be held accountable for results in more ways than the following:

- ✚ Knowing that accountability is for something and hence set goals in S.M.A.R.T.E.R ways and be ready to be responsible for execution
- ✚ Appreciating the importance of accountability and how essential it is for managers and team leads to be accountable for their actions as well as that of their team members



- ✚ They are motivated to take responsibility. Going forward, they own it and are bold to say ‘I’m responsible for...’ and are strengthened to adopt the accountability mind-set rather than the victim mentality
- ✚ Using thoughtful and systematic communication thereby ensuring team members understand their roles and responsibilities relative to the overall corporate objectives
- ✚ The tenacity to mobilise team members around the Organisation’s mission, vision and values thereby making them powerful forces in uncertain times
- ✚ Taking responsibility for creating the enabling environment for goal attainment, controlling what can be controlled, developing relationship agreements, creating a follow through mechanism, and eliminating procrastination
- ✚ High Net-worth – developing the invaluable clout to work in teams; cross-functional, inter-, and extra-organisational/cultural environments for results
- ✚ People skill of team-working translating into boldness to act *moving* from ‘where we are’ to ‘where we ought to be’ thus driving a high-performance culture
- ✚ R&A is taking action! It has no room for playing the ostrich. No hiding place, no blame game! Leaders own it. They counter V.U.C.A with V.U.C.A.2 *plus*.
- ✚ Knowing that effective communication skill is good business at home, at work and in life.



Learning Points/Curriculum

Module I

- ✚ Levels of Leadership
- ✚ Performance Coaching
- ✚ Effectiveness is Results!
- ✚ ‘The Oz Principle’: Accountability or Nothing
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Setting S.M.A.R.T (E.R) Goals
 - Being a Good Mentor



- Being, and Holding People Accountable
- Ethical Leadership
- Effective Corporate Execution
- Global Leadership
- Qualities of Great Leaders

Module II – New Functions of Management

This module looks beyond the title. In the old MBA class, functions of management were taught with an acronym: P.O.S.D.Co.R.B – planning, organising, staffing, directing, etc. However, in this AI-enabled global volatile, uncertain, complex, and ambiguous economy, visionary organisations, and their workforce have expanded, and in some areas, totally redefined functions of management to include mentoring, coaching, counselling, etc. So, they are thriving by confronting volatility with vision, uncertainty with understanding, complexity with clarity, and ambiguity with agility and resiliency. This module would include these sessions:

- ✚ New Functions of Management
- ✚ Self-Management II: Total Quality Attitude
- ✚ Vision, Understanding, Clarity, Agility and Resiliency

Module III – Goal Setting & Personal Achievement

- ✚ Effectiveness Habit of Goals Setting
- ✚ ‘Execution Is the New Strategy’ (‘Killing *Excucitis*’)
- ✚ Private Victory: Getting Out of Your Own Way
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Imperatives of Execution
 - Creating More Accountability
 - Battling Burnout
 - Diffusing Workplace Conflict

Module IV – Workplace Effectiveness & Synergistic Relationships

- ✚ Building Teams, Trust and Collaborations
- ✚ People Skills: 10 Emerging Essentials
- ✚ Performance Management
- ✚ Mind-sets Management: Fixed, Growth and Outward
- ✚ The Accountability model – Overcoming the ‘blame game’
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Why Accountability is Important
 - Managing Your Boss
 - Things Bosses Look For...
 - Adding Value to Your Company
 - Participating in Workplace Meetings
 - Trust in the Workplace
 - Conducting Performance Appraisal
 - Tips for Effective Delegation

Pre-conference Resources &
takeaway Executive Book
Summaries

1. **'Rookie Smarts – Why Learning Beats Knowing in the New Game of Work'** by Liz Wiseman. HarperCollins Publishers, 2018
2. **'The 2020 Workplace'** by Jeanne C. Meister and Karie Willyerd. HarperBusiness, 2010
3. **'The 5 Levels of Leadership – Proven Steps to Maximise Your Potential'** by John C. Maxwell. Centre Street/Hachette Book, 2012
4. **'The Accountable Leader – Developing Effective Leadership Through Managerial Accountability'** by Brian Dive. Kogan Page, 2008
5. **'The CEO's Playbook – Turning Employees You Have into the Dream Team You Always Wanted'** by Nora Ganescu. Morgan James Publishing, 2019
6. **'The High Potential Leader – How to Grow Fast, Take on New Responsibilities, and Make an Impact'** by Ram Charan with Geri Willigan. John Wiley & Sons, 2017



Life-After-Work (L.A.W), Pre-retirement, Entrepreneurship & Self-Reliance *Training*

(Featuring the 'Spouses-in-attendance Day' of Medical, Money & the P.R.I.M.E modules)

Duration: 2-3 days (onsite); 4 hours x 3 days (virtual)

Introduction

In Bezaleel Consulting, we are very much aware of an average employee's reaction when he or she hears anything retirement, rightsizing, restructuring, retrenchment, or when retirement age beckons. Our response has always been to encourage whosoever, that no matter how long it takes, retirement would come and one day, a diligent employee would have to part ways with a growing organisation! What matters is for one to be prepared hence we have packaged our Life-After-Work (L.A.W) programme with a view to motivating your workforce to give all while in active service and look positively and hopefully into the future outside the workplace especially in an era where exit comes in various shapes, sizes and seasons.

What's New!

From our experience, (by the way, we have been doing this since 1999) we came up recently with some ideas we thought visionary leadership in organisations should begin to consider for their people. It is a bold step to institutionalise **life-after-work education** as a remuneration package for your workforce. We therefore briefly make the following suggestions on coverage for your consideration:

- ✚ **'Age 40 Cohort'**: That henceforth let those employees who clock 40-45 years of age be enlisted for this training thus giving them some good years to prepare for retirement.
- ✚ **'Age 50 Cohort'**: When an employee falls into this age group, let him/her come back for refresher and reinforcement classes. It's also a stock-taking moment for him/her.

Business Case

It may interest you to know that one of the selling value-adding points of this package to the workforce and their representatives, and Management team respectively is that it is the one and only training solely for the benefit of the workforce on one hand, and at the same time makes Management look good. This training instils the entrepreneurial spirit in participants demonstrable in their current role as well as admonishing them against the prevalent entitlement syndrome.

Modules are designed in such a way as to meet identified needs – organisational and individual objectives such as helping participants from the onset to have a positive, growing and outward mind-

set; and going forward, to adequately adjust to the challenges of post-work life, no matter how temporary; have a personal understanding of financial planning; estate planning; engage them in looking for opportunities and seeing their potentials post-paid-employment and active service; experiential wealth creation strategies; and managing their health and wellbeing among other benefits. Also included in this package are almost a full day practical session on various post-paid-employment enterprises, callings, ventures, and artisanship in our **P.R.I.M.E** module.

Learning outcomes/Benefits

In addition to the gains mentioned under specifics and introduction, participants would go back home and to work with the following learning, and would be endued with confidence to apply them to improve self and performance in dealing with the future:

- ✚ A renewed confidence and assurance that this Organisation cares indeed and in deed, and extending that confidence to work for self
- ✚ The Organisation would have by this training put in place a process of formal counselling for prospective retirees
- ✚ A process of systematic multi-skilling and follow-up, preparatory to post-retirement gainful engagement would have been initiated
- ✚ This programme initiates and encourages a deliberate forward-thinking policy on early retirement planning from all concerned
- ✚ It results in self-esteem and a sense of fulfilment – participants are enlightened, and they look forward to exiting active paid employment with high hopes and raised heads
- ✚ Job satisfaction – S/he now enjoys work and puts in his/her best for “this Organisation that cares for me *even when I am no longer in its service and almost up to my departure lounge.*”
- ✚ Sincerity and integrity - No more age cheats for there is no longer cause for it
- ✚ Experiential and hands-on encounter with our seven (7) key value-adds which ultimately are of immediate impact and benefits to participants and their sponsors
- ✚ A pulling together of delegates as a group of budding Entrepreneurs to begin discussions and planning for the future, Cooperative Society imperatives, etc. **using our faculty as counsellors for free.** This invariably brings their intrapreneuring abilities to the fore for the benefit of their sponsoring Organisation
- ✚ And many more...

Learning points/Curriculum

Day 1:

- ✚ Module I –
 - Perspectives on Life-After-Work
 - Personal Effectiveness, Self-Management & Self-Branding
- ✚ Module II –
 - Relationship Management, Networking, Service Selling & Communication
 - Newly Gained Time/D-I-Y

Day 2:

- + Module IV –
 - Health and Wellness in Retirement/Wellbeing Screening
- + Module V –
 - Business Registration, Wills & Conveyances, Estate Planning
- + Module VII –
 - Leveraging Digital Inclusiveness & Artificial Intelligence

Day 3: - *Delegates' spouses are encouraged to join the class.*

- + Module III –
 - Financial Planning, Investments, Wealth Creation & Saving Culture
 - Pension Management and the Reforms Act
- + Module VI –
 - P.R.I.M.E** – Post-retirement Interest Mapping & Entrepreneurship
- + Games, videos, group discussions, experience sharing, medical check-up & counselling, etc.
- + Wrap-up, evaluations, and certifications

L.A.W – Our 7-Star Value-Adding Advantage

We are very pleased to present hereunder our winning edge in doing pre-retirement/Life-After-Work training over the years:

1. Our **Enterprising** sessions have been very beneficial to all. We start off from the intrapreneuring perspective encouraging participants to be loyal to their current employers, their current customers and themselves if they want to make a success of their future entrepreneurship endeavours.
2. The **Health & Wellness** session is handled by very senior medical personnel. It includes a detailed medical check for each participant with astounding results and professional counselling.
3. **P.R.I.M.E** (post-retirement interest mapping and entrepreneurship) is a session we invite Entrepreneurs who have passed through the retirement phase and doing well, to share their experiences. Some of them are successful artisans, small-scale manufacturers, etc who come to showcase several income generating ventures in class.
4. **Business registration, Wills and Conveyances** – our legal faculty have assisted participants in the past to register their business ventures, starting the process right in class.
5. **Our Lead Faculty** is an Entrepreneur who has retired a number of times, he's never tired rather he re-fires, and has never been unemployed or underemployed for a single day. He brings his wealth of experience always to class. He shares generously.
6. **Learning Transfer** – We facilitate these sessions in a way that captivates participants and arrests their short and waning attention span (which is a generational characteristic of most of this class) so that they pay attention, assimilate learning and are willing to put their learning into immediate use.
7. **0700-Bezaleel** – our direct-line for Entrepreneurship mentoring post-workshop.

Course Title: HR (People Management) Skills for Non-Core HR Managers and Team Leads

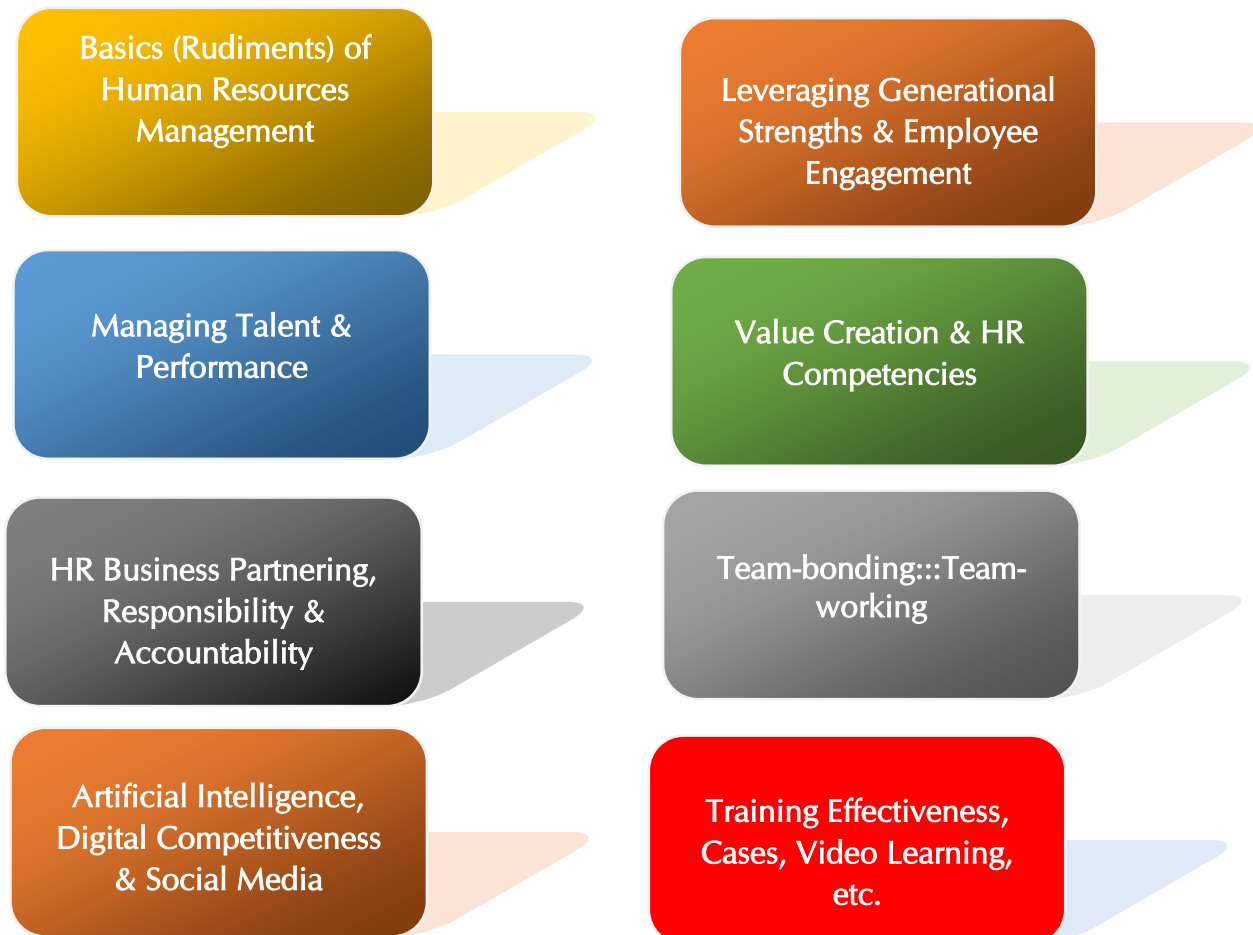
Duration: 2 days (onsite); 3 hours x 3 days (virtual)



Introduction

This is a training designed to focus your non-core HR line managers’ energies on managing your organisation’s human asset for higher performance, results-oriented delegation (ROD), top-line growth and bottom-line profitability, and growing your people asset. No one cares how much you know until she knows how much you care. This training inculcates in your team leads the habit of caring and daring. This 2-day intensive version aims at taking participants through rudimentary HR domains and key functions, value-adding people best practices, etc.

Learning points/Curriculum



Learning outcomes/Benefits

We would work assiduously at making participants go back to work at the end of this two-day workshop willing to apply their learning in achieving the business objectives set for this training which include but not limited to the following:

- + Having a grasp of how and why managing team members directly and effectively add value to the business and influences its profitability
 - + Coming to the realisation that the line knows their team better than anyone else and that they are strategically positioned to get the best from and for them when they assume the responsibility for them and make them more accountable
 - + Knowing that maximising the organisation's return on investment in training and other employee costs is a joint responsibility between line management and HR
 - + Committing to being active participants in such 'HR functions' like employee wellbeing, performance management, total rewards, and world-class resourcing and knowing that these are business priorities too
 - + Demystifying the 'Bond...James Bond!' perception of HR by the rest of the organisation and enabling a full grasp of the business partnering model and its effective use in managing team members
 - + The Team-bonding:::Team-working session inculcates in participants the essence of collaboration and trust with the HR functional area in achieving the organisation's *people agenda* to the benefit of all
 - + Ultimately, this training is one in a series of interrelated processes that would assist line management in grooming top performers who would in turn mould the organisation into a people-centric high performing entity:
-

Course Title:

Effective Employee Performance Management *Master Class*



Also available virtually: 3 hours x 4 days.

Introduction

This 3-day highly interactive and practical workshop is designed to provide delegates with practical insights and apply-able knowledge on how to effectively manage and appraise the performance of their associates/subordinates/team members with the aim of impacting the organisation positively through top-scale employee engagement and satisfaction, bottom-line profitability and top-line growth.

Learning Outcomes/Benefits

Participants would acquire knowledge in class, be refreshed and then go back working hard to apply such knowledge in transforming the workplace with the following accruing benefits:

- ✚ Participants will unlearn poor performance management practices e.g. poor preparations, negative feedbacks, sentiment-based appraisals, etc. which are undeniable hindrances to effective performance management and appraisal.
- ✚ Best practices in performance management appraisals will be learned by participants e.g. preparations for managers, preparation for employees, performance review conversations and reviews, identifying potentials and high performers, giving and receiving feedbacks, handling poor performers, etc.
- ✚ A very important takeaway from this course is that participants would come to grip with the fact that effective performance management has a direct and positive influence on an organisation's success and on its people's self-esteem.
- ✚ Performance management is a veritable tool for developing people, managing an organisation's talent pipeline and engendering a seamless executive succession.

Curriculum

- ✚ Business case for Performance Management
- ✚ **OKRs:** Laying the foundation for Performance
- ✚ Preparations for the Manager
- ✚ Preparations for the Employee

- ✚ Performance Review Conversations
- ✚ Feedback, Feedback, Feedback
- ✚ Action Learning: Performance Review Meetings
- ✚ Managing Poor Performers
- ✚ Developing Employees Performance
- ✚ Identifying Potentials and Managing Talents
- ✚ Case studies, role play, readings, etc.
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Coaching for Performance
 - Conducting A performance Appraisal
 - Managing Your Boss
 - Why, and How to Keep Customers Happy
 - Imperatives of Execution
 - Setting S.M.A.R.T.E.R Goals
 - Preparing for Your Performance Reviews

Target Audience

Executives, Senior Managers, Line Managers, Team Leader, Supervisors, and all those who manage and supervise employee performance in the organisation would benefit a lot from this Master Class.

Course Title:

*Duration: 2 days
(onsite); 3 hours x
3 days (virtual)*

Good Thinking
Good Business

Strategic Thinking-Ability®

The Smart Strategist and Creative Thinkers' Programme



*“The future is already here; it’s just not very evenly distributed.
Strategic thinkers are the ones who recognize the future.” – Greg Githens*

Introduction

Thinking, especially in the realms of the creative, winning decisions and problem solving is strategic and those who indulge in this rewarding habit must learn, unlearn and relearn. Organisations value talents who can think strategically and want them on the frontline of management as well as in their C-suites. Competent strategic thinkers are exceptions. For that reason, they are rare. One challenge of organisational development is in recognizing that prevailing culture often discourages deviation from the norm hence the cliché, the nail that sticks up gets hammered down.

The theme of a profitable habit of reflecting runs through this course. It is sharpness applied to oneself. Productive solitude provides the opportunity for you to test your inclinations and deepen your understanding of the nature of your present reality and the possibilities of the future. That’s strategic thinking!

This training which is a hybrid of our bouquet on thinking-ability, winning decisions and creative problem solving makes use of enormous resources from Edward deBono’s Lateral Thinking work, the ‘Six Thinking Hats’. It is designed for your high potentials and those identified as ready to put in the work into good thinking, the strategic thinkers and the budding ones capable of noticing interesting things – patterns, trends, coincidences, curiosities, and anomalies.

Learning Outcomes/Benefits

Participants would go back to work eager to apply their learning in becoming better at what they do. Such learning would include:

- ✚ Getting smarter using productive solitude with its numerous opportunities
- ✚ A consistent use of the open mental stance to sense the big picture. Optimism and clarity in motion continually

- ✚ Imbibing the excellent habit of continuous learning (not just knowing), to keep stretching imaginations and being creative
- ✚ Getting to craft quality questions that produce excellent answers for better strategy
- ✚ Inculcating the profound ability to imagine the later-than-now
- ✚ To come to term with the reality that strategy involves taking risk because none can be guaranteed to succeed
- ✚ Sparks of insight are guaranteed outcome of this learning event
- ✚ Self-mastery, personally and at the interpersonal realm, matured perspective, trust, confidence, self-regulation, high quality discourse and conversations, etc.
- ✚ Common sense and unique perspective as a source of value
- ✚ Some are satisfied with **“perfecting the known”**. This course instigates an outward mind-set of **“imperfectly seizing the unknown”** thereby creating the future.

Curriculum

- ✚ **Module I** – ‘Culture Eats Strategy for Lunch’
- ✚ **Module II** – Strategic ‘Thinking-Ability’: The Six Thinking Hats
- ✚ **Module III** – Micro-skills of ‘Thinking-Ability’
- ✚ **Module IV** – Mind-set Management and Acculturation/Breaking Strongholds
- ✚ **Module V** – Simulations: Putting Learning into Practice



Course Title:

*Duration: 2 days
(onsite); 3 hours
x 3 days*



Working and Leading with Emotional Intelligence

Introduction

Listening is the finest art of communication and it takes a high dose of emotional intelligence, EQ to actively and consistently demonstrate ‘listen-ability’. Listen-Ability is empathy and winning organisations have managers (and often employees) who have developed the ability to work successfully with others, accomplishing tasks through their Associates and team members, supporting and encouraging them. These are leaders who see people issues as primary and their resolution as foundational to organisational success. These are managers who daily operate with their emotional intelligence (EQ) in top gear. Emotional Intelligence is that ability to sense and develop interpersonal and intrapersonal skills and use them successfully.

“No matter how much work you can do, no matter how engaging your personality may be, you will not advance far in business, (and we dare say in life) if you cannot work through others.” - John Craig

Listening and assessing manifest as an art of emotional intelligence – an ability to sense what others are feeling, express our own feelings, handle our feelings in ways that are safe and respectful to ourselves and others, understanding the effects of our feelings and behaviour on other people, and being able to support other people through emotional challenges. Intelligence Quotient (IQ) is just a tip of the iceberg responsible only for 15% of human successes, the remaining 85% comes from relationships and connecting, EQ.

Learning Objectives/Benefits

Participants would go back to work after this two-day programme with enough enthusiasm to use their learning to build strong relationships, successfully work with others, create great experiences, and succeed in life and at work.

Curriculum

Module I

- ✚ Understanding Emotional Intelligence
- ✚ Ego versus EQ and IQ vis-à-vis EQ
- ✚ Self-Awareness and Self-Regulation
- ✚ Motivation and Empathy
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - What's Emotional Intelligence
 - Intrinsic and Extrinsic Motivation
 - Stanford University Marshmallow Experiment

Module II

- ✚ Listen-Ability: Extraordinary Communication
- ✚ Interpersonal and Social skills
- ✚ Assertiveness, Confidence Building and Vulnerability
- ✚ High EQ versus Low EQ
- ✚ Mind-sets Acculturation and Thought Process Management
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Empathetic Listening
 - Active Listening
 - Attentive Listening
 - Listening Effectively

Thinking
Sales

The Sales Excellence Academy

Training and Motivating Your Employees to Grow the Business

Duration: 5 days (onsite). This is a 2-week programme in our virtual classroom. 3-4 hours each day.

“The only thing you got in this world is what you can sell. And the funny thing is, you’re a salesman, and you don’t know that.”

- Arthur Miller, *Death of a Salesman* (1949)



Introduction

The business of the business is to make and sell good products and services. This training is packaged with a view to enduing your workforce with the *Intrapreneuring* mind-set and Entrepreneurship spirit to take ownership and think business continuity, profitability and growth. This happens when your people know the business and gain the ability “to sell ice to the Eskimos”, when anyone, anywhere in the business can make a sale either alone or doing it together with others.

“The biggest mistake some make is thinking they are not in sales. We are all in sales. The customer signs the paycheck, and to get customers, you’ve got to ‘sell them’ – helping them to buy what’s best for them. Come to think of it if you are not in sales what then is your job?”

This workshop endues delegates with the selling mind-set and inspires them to find a business model that makes them more effective in taking the lead in selling and thus empowered to grow the business and excel, thus the organisation is able to meet the evolving needs of their markets and the individual clients or customers they serve.

Learning Objectives/Benefits

Participants would return to work with demonstrable learning with a commitment to apply their learning in core learning not limited to the following:

- ✚ A shift from obsession with parochial sales pitches and deals closing to managing effectual relationships
- ✚ *'Thinking-Ability'* – Good thinking, good business! Wearing their thinking hats, and moving from thinking to selling
- ✚ Renewed inspiration for selling with passion and growth in your teams
- ✚ Empathy, a key EQ skill becomes a powerful driving force within your organization
- ✚ An effective mix of sales, marketing and CRM powerful nuggets
- ✚ Readiness to assist customers, even after the sales, to reach their business goals
- ✚ Exposing delegates to elements of extra-legendary customer service thereby creating great experiences at all touch points
- ✚ Inculcating partnering relationship habits in participants to facilitate customer loyalty, retention and advocacy
- ✚ Providing customer feedback as input to marketing communications
- ✚ Acquisition of authentic speaking and presentation skills
- ✚ Improved confidence in handling objections

Curriculum

Module I – Introduction to Thinking Sales

- ✚ Know Your Business
- ✚ *'To Sell is Human'*
- ✚ Value Proposition/Value Creation: Steps to Customer Value Management

Module II – Extraordinary Business Communications/Listen-Ability and EQ

Module III – Extra-Legendary Customer Care – *"Nobody cares what you know until they know how much you care."*

Module IV – Business Acumen in Management

Module V – Business Ethics and Etiquette

- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Improving Business Agility
 - Types of Sales Professionals/Traits of Great Sales Professional
 - Managing Your Sales Team
 - Managing Your Sales Time
 - Top Sales Management Strategies
 - Conducting a Successful Sales Recruiting
 - Running Great Sales Meetings

**Must-Read Executive
Summaries/Book & Pre-
conference Resources**

1. **'The Starbucks Experience'** by Joseph Michelli
2. **'Inspire – Motivate and Train Your Sales Team to Grow Your Business'** by Yazmín Torres Padilla. Morgan James Publishing, 2020



Course Title:

Duration: 5 days (onsite). A 2-week virtual class.



Introduction

Leadership is influence and an effective leader demonstrates influence from anywhere in the organisation. Therefore, a 180° feedback and assessment mechanism or the traditional performance appraisal system has become grossly inadequate in gauging the leadership potential and/or performance of a leader or emerging leaders. The 360° approach provides feedback, analyses potentials and performance, and provides better reviews that develop and improve the performance of the people concerned. The organisation benefits immensely. Improved performance leads to top-line growth and bottom-line profitability.

This is a process that validates reviews from an employee's peers, manager, associates, suppliers, customers, and any other relevant stakeholder. The icing on the cake is that feedbacks received from colleagues are seldom biased, and they are often impartial. Experience has shown that the **360° performance feedback and appraisal system** enables an interconnectivity of all your employees thus enhancing interpersonal relationships, team-bonding, team-working, and the internal service value chain. The company ultimately bounces!

Business Case/Benefits

This 3-day workshop is an exposé on the concept of 360° feedback which was originally designed as a multi-pronged leadership potential assessment and feedback system and has now been effectively deployed as a performance appraisal and FEEDBACK instrumentality for growing the people and the business. We would dissect the 5-Level approach to its implementation organisation-wide. In other words, delegates get two training at the price of one – they would know everything about 360° Feedback and would be ready to execute it for their organisations.

The **360° Feedback and Appraisal** tool is not limited to past performances and the immediate remuneration consideration only. It is essentially a performance assessment and feedback mechanism for performance improvement and business growth, still demonstrating the wholesome advantages of the traditional appraisal systems. This is a two-pronged advantage – it helps the employee to grow and also aids in boosting the productivity of the organisation. A subsisting value-add is that **360°** analyses your employees' strengths and weaknesses and with professional feedback works on them.

The **360°** evaluation programme is an enabler of strategic people and performance management in your organisation. It helps in the 'cut and fit' process of HR policies and actions with the organisation's strategic objectives and plays a pivotal role in determining the competencies needed to achieve such objectives. The lure for this very objective approach is also encouraged by a few other things such as:

- ✚ To better analyse employees' performance
- ✚ Detailed strategic assessment of employees' Development Plans and execution
- ✚ Often unbiased feedback from the employees at all levels thus helping in maintaining organisational equity.

Curriculum

- ✚ Module I: Why 360° – The Need and General Overview
- ✚ Module II: Learning Leadership
- ✚ Module III: Evaluation Criteria & Methodology
- ✚ Module IV: Stakeholders' Management
- ✚ Module V: Leading and Influencing Change
- ✚ Module VI: Phases and Stages of the 360° Feedback Process
- ✚ Video learning (max. 5 minutes each with transcript) may include any of these:
 - Levels of Leadership
 - How to Handle Change
 - Great Ways to Ace 360° Review
 - Challenges of Organisational Change, and How to Overcome Them
 - How to Use – and Not to Use Influence
 - Ways to Increase Your Influence
 - Models of Change

Pre-conference Readings and Assignments may include any of these Executive Book Summaries...

1. **'Extraordinary Influence – How Great Leaders Bring Out the Best in Others'** by Dr Tim Irwin. John Wiley & Sons Inc. 2018
2. **'Learning Leadership – The Journey to Leading Yourself, Leading Others, and Leading an organisation'** by Ron Williams with Karl Weber. Greenleaf Book Group, 2019
3. **'The 360 Degree Leader – Developing Your Influence from Anywhere in the Organisation'** by John C. Maxwell. Nelson Books, 2006 (This book won the 2006 Harold Longman Award as 'Best Business Book of the Year')
4. **'Growing People – Experiential Essays on People Skills...'** by Olusegun Mojeed, FCIPM. Digitech Creative Press House, 2019
5. **'Scaling Leadership – Building Organisational Capability and Capacity to Create Outcomes that Matter Most'** by Robert Anderson and William Adams. John Wiley & Sons Inc. 2019

Testimonials

"I am grateful for the opportunity to attend this course and all I learned. Although long hours, the instructors had my attention at all times. Time well spent!"

- resunkel@honeymellflour.com, 08093812655

"The instructors are good and knowledgeable enough on the subject matter."

- musa.haruna@heineken.com, 07036576427

"I believe this training has equipped me enough to be a better person to my company, and to my family; the presentation style of the instructors was simple and straight to the point. The time should be longer than 1 1/2 days; at least 2 days will do."

- jeremiahfiah@yahoo.com, 08034225771

"The programme exceeded my expectations and changed my thinking on performance"

- naptosamu@gmail.com, 07033355527

"Being a leader of 20 people, this training has essentially taught me how to execute my job properly. The programme was impactful and eye-opening..."

- Cbrischino19@yahoo.com, 08064005787

"I have learnt to have confidence in myself and the courage to face my boss during appraisal periods. I found this training very interactive and educating. Bezaleel Consulting, please continue to grow people. God bless you."

- jauro.halima@heineken.com, 08033032460

"The instructors carried the entire class along which made the workshop so interesting. The information passed across is not only relevant to my work but to my personal life. I therefore recommend this training for all..."

- Edettim2000@yahoo.com, 08035304322

"The programme was very informative and very straightforward, I love it..."

- Nehemiah.musa@heineken.com, 08029017143

"This programme has really opened my horizon; with straight to the point and clear examples, real life case studies. The wealth of experience of the facilitators contributed to the richness of this programme."

- Indagawa.kabunga@heineken.com, 08037724885

"My set objective for this programme was achieved; the programme was interactive, interesting and educative, the presentation style of the instructors was focused and captivating. I therefore suggest that while workers are on the programme, they should be off the job for the period."

- Vitalis.denis@heineken.com, 08033899295

“I have learnt how to give feedback in a constructive and effective way. The presentations were made simple to my understanding courtesy of the facilitators.”

- Bizyavilla@yahoo.com, 08141376740

- *The training workshop was very engaging and practical, the training held my interest due to the dexterity of the facilitators. The training has helped to upgrade my skills.”*

- sasopitan@honeynellflour.com, 08024782933

I will sing the music (about this programme) aloud giving opportunity, before now, my idea of performance management appraisal was shallow but now, I have a deep understanding of the subject.”

- fakintulese@honeynellflour.com

“A good programme, well delivered with very adequate material – real life experiences were used mostly in the class which made it practicable.”

- aakingbade@honeynellflour.com

The training was truly excellent and got a thumb up from me. Many other colleagues truly need this course to help them with their associates.

- kjagun@honeynellflour.com, 08085733428

“The information in this programme is highly relevant to my work and will enhance my team deliveries. Good job done by the facilitators and the organisers.”

- niranoti@gmail.com, 08022958223

“Instructors’ real life examples and experiences are noteworthy and very instructive. The programme is good and appropriate.”

- aadeniyi@honeynellflour.com

“The instructors were firm and drive home the key learning in practical manner. It was a lively session, inspiring and impactful.”

- amenewe@honeynellflour.com, 08028160299

“The instructors gave practical examples to support presentation to give clarity to subject. The course is a ‘a must attend’ for any manager or team lead.”

- aodetona@honeynellflour.com, 08025011992

“Very enlightening. The programme will help organisations achieve better results. A blend of theory and real life practical experiences. Exceeded my expectations.”

- bevuomwan@honeynellflour.com, 08082049008

“Quality Service, impactful and timely.”

- sfunmilayo@honeymellflower.com, 08029740806, 08033085682

I love the sequence and presentation style. The instructors are quite experienced in the topic.”

- dshokefun@honeymellflower.com, 08035823852

“The vast experience and the sharing of the facilitators’ experience actually did the magic. I oblige the firm to keep it up and keep on improving for greater achievements.”

- adeyemoademola11@yahoo.com, 08022258232

Our Value-adding *modus operandi*

- BezaleelConsulting’s Learning & Performance sessions adopt the Action-Learning model of pre-conference resources, detailed Instructor’s Guide, interactive class discussions in groups/teams, self-learning questioning, video clips, case studies, Role Play, etc.
- We cherish it most when we have the privilege and opportunity to engage with our clients in identifying learning needs and gaps, and jointly proffering solutions with team leads.
- Through our **New World Kirkpatrick Training Effectiveness Evaluation** certification, we work with our clients long before the classroom sessions on key steps such as “management expectations”, “what would results/performance look like?” “Participants’ **Learning Contract** execution” to facilitate knowledge transfer, etc. With your approval and through the HR function and line managers respectively, we check on delegates (our alumni) four to six months after training ensuring that you get appreciable returns on your learning expectations (RoE).
- Our learning interventions are built on the 3-Phase foundation we pursue professionally with exceptional results and testimonials:

Three practical stages of BezaleelConsulting’s value-adding learning interventions:



- What’s the intent of the programme?
- Define value upfront
- What impact on the business

At all phases (pre-; during and post) of evaluation, we aim at preparing and equipping your people for learning transfer and performance, hence we do the various evaluations for results. We assist and encourage participants' line managers to be involved in the development of their people through pre-training evaluation of where we are now and where we want to be, learning contracts, pre-conference materials, etc.

Our 4-level evaluation model* follows through beyond *effective training to training effectiveness*. These are NOT just semantics. They are demonstrable models to enable our clients get their money's worth from training through people performance thus enabling appreciable returns on expectations (RoE).

**Level 1:
Reaction**

We start getting reactions long before execution. To what degree participants react favourably to their learning invite, the Learning Contract, pre-training engagement with line managers and faculty, the learning event itself, logistics, the *happy sheet* effect, and others.

**Level 2:
Learning**

We test for knowledge acquired with our specially designed post-training questionnaire that insists on participants justifying their ratings in writing. Some clients also insist on post-training written tests and quiz. We do *level 2* because we know it is important to gauge to what degree participants acquire the intended knowledge, skills and attitudes based on their participation in the learning event.

**Level 3:
Behaviour**

The best takeaway from a learning event is by far behavioural change for good. We do *level 3* a few weeks post-training to document to what degree participants apply what they learned during training since back on the job. They must do things better leading to a better person, a better team, and a high performing organisation.

**Level 4:
Results**

Returns on Expectations (RoE): The ultimate value that learning brings to the table. We have available measurement instruments to measure who is contributing according to expectations. We work with HR and the line to make the instruments specific to your business based on expectations set long before the training. The level 4 measurement looks closely into what degree targeted outcomes occur, because of learning event(s) and subsequent reinforcements.

Please Note: These levels are not cast in iron in terms of order of execution. It is even profitable to start with Level 4, determining demonstrable value upfront. What would success look like? What is the business S.M.A.R.T.E.R goal? What skills/expertise do we need to accomplish and/or exceed expectations? We then proceed to design and execute appropriate curriculum and learning interventions.

* *Adapted, consistently and successfully used as a 'best fit' approach courtesy Kirkpatrick Training Evaluation model*