



# International Training Programmes



# International Training Programmes from Tyro

## Index

	Duration	Page
<b><i>Introduction and Background</i></b>		2
<b><i>ILM Accredited Programmes</i></b>		
Skills for Team Leaders (Supervisors)	5 days	3
Skills for First Line (Junior) Managers		
General	7 days	4
Lean Manufacturing	7 days	4
Skills for Middle / Senior Managers	14 days	4
<b><i>Short Workshops</i></b>		
<b>Finance and Accounting</b>		
Finance for non-Financial Managers	1 day	5
<b>Leadership and Management</b>		
Building an Effective Team	1 day	7
Coaching and Mentoring	2 days	9
Creative Problem Solving and Effective Decision Making	2 days	11
Delegation	1 day	13
Leadership and Motivation	2 days	15
<b>Personal Skills</b>		
Assertiveness	1 day	17
Communication Skills	1 day	19
Managing Conflict	1 day	21
Managing Time Effectively	1 day	23
Negotiation	1 day	25
Professional Presentations	1 day	27
<b>Human Resources</b>		
Appraisals	1 day	29
Managing Performance	2 days	31
Successful Recruitment and Selection	2 days	33
<b>Sales and Marketing</b>		
Better Marketing ... Better Business	1 day	35
Customer Service	1 day	37
Sales and Marketing Masterclass	2 days	39
Selling techniques	1 day	41
Telephone techniques	1 day	43
<b>Lean Manufacturing</b>		
Workshop programme	2 days	45
ILM Accredited programme	7 days	47

## Introduction and Background

Tyro is the commercial training division of Craven College and benefits from being part of a recognised leading higher and further education college within the region, holding numerous endorsements for its quality approach (including Investors in People and Matrix embedded standard).

Tyro, however, operates largely independently from the main College and provides training and associated services that support business processes and individual development to organisations in the private and public sector, rather than the mainstream traditional higher and further education programmes offered through the College.

Tyro offers a wide range of cost effective, flexible training, consultancy and support services for organisations and individuals, providing delegates with the practical skills that are needed to be effective in their workplaces. Our programme includes a range of scheduled courses which are complemented by bespoke programmes designed to meet specific client needs, both in the UK and internationally.

Tyro has developed a comprehensive range of programmes to deliver practically based skills to individuals and employers in the UK. Many of these programmes are equally relevant and capable of contextualisation for our international clients. Although we have a number of programme structures available for managers and staff at all levels of the organisation we prefer to work with a client (both in the UK and overseas) to ascertain exactly what they are seeking to achieve with their training, and propose a programme to meet those exact needs, rather than working to a formulaic approach.

Our programmes provide a comprehensive understanding of key aspects, but with the emphasis on the development of relevant and practical skills.

### **Your assurance of quality**

Tyro prides itself on providing flexible and relevant solutions to the issues that our clients face, and we therefore have a continual policy of engaging new trainers to ensure that the skills and background of our team match the changing needs of our clients. Trainers are recruited on the basis of their practical experience in the real world allied with the ability to translate that knowledge and experience, where relevant, into an interesting and stimulating training session, rather than solely on academic achievement. Our trainers are experienced in delivering training to internationally recognised standards, and undertake continuing professional development to ensure up to date knowledge of issues facing businesses and latest developments in training and delivery.

Tyro has robust quality assurance procedures which require teaching staff to be appropriately qualified and experienced and is subject to regular inspections from Ofsted (recently awarded an overall “good” grade and “outstanding” in some areas), the Adult Learning Inspectorate, the Skills Funding Agency as well as the numerous Awarding Organisations with whom Tyro and Craven College work.

## Formal Qualifications

All programmes outlined below are accredited by the Institute of Leadership and Management (ILM) – the largest provider of management education qualifications in the UK and beyond, building the skills of 90,000 managers and leaders each year. Since its inception in 2001, close to half a million managers have enhanced their careers through an ILM qualification. ILM is dedicated to advancing the capability of managers and leaders worldwide through the provision of expert qualifications and tailored learning resources. All ILM qualifications are designed to deliver practical business benefits to the individual, their team and wider organisation. The content of all ILM programmes is linked to the latest management and leadership standards, ensuring relevant, current content and thinking.

Assessment is by way of practically based project and other work designed to ensure that candidates have a thorough understanding of the principles, but more importantly consider how those skills can be applied to real workplace activities, providing benefits not only to the individual, but also to the organisation for whom they work.

NB Assessment work is completed in delegates' own time outside the training time indicated

### Skills for Team Leaders (Supervisors)

35 hours (5 days) of guided training (typically 1 x 3 day and 1 x 2 day block)



- o Essential skills and activities of a team leader
- o Personal assessment of skills and development of action plans
- o Obtaining feedback
- o Approaches to problem solving – based on facts not opinions
- o Simple decision making within limits of authority
- o Ensuring quality is provided to customers
- o Communications skills

## Skills for First Line (Junior) Managers

50 hours (7 days) of guided training (typically 1 x 3 day and 1 x 4 day block)



### Option 1 - General Programme

- o Problem solving and decision making – a range of techniques to identify the root cause of a problem, research and develop possible solutions and assess each on its merits against a number of set criteria
- o Implementing the preferred solution and checking its effectiveness
- o Team building, team roles and motivation
- o Differences between groups and teams – and the importance of both
- o Self assessment of preferred leadership style and how to adapt to different situations
- o Understanding basics of budgets, variances and costs – including a range of costing techniques
- o Communications skills – verbal and nonverbal (including an introduction to NLP)

### Option 2 - Lean Manufacturing Programme

- o Problem solving and decision making – a range of techniques to identify the root cause of a problem, research and develop possible solutions and assess each on its merits against a number of set criteria.
- o Continuous improvement techniques, including six sigma, kaizan, “just in time” methods, work flow analysis
- o Implementing the preferred solution and checking its effectiveness
- o Differences between effectiveness and efficiency
- o Management of organisational changes and leading the team through a change programme
- o Respecting personal concerns about change and handling these in a sensitive manner
- o Project management techniques

## Skills for Middle / Senior Managers

90 hours (14 days) of guided training (typically 2 x 4 day and 2 x 3 day blocks)



- o The essentials of the management role and task within organisations
- o Organisational structures, hierarchies – and the management task
- o Stakeholders – and their differing needs and expectations
- o Interpersonal skills required by a middle manager
- o Differences between leadership and management, and analysis of effectiveness of personal style
- o Research and data gathering skills to support business decisions
- o Presenting proposals for change
- o Coaching, mentoring and training skills – differences and relevance
- o Selecting appropriate development for your team(s)
- o Understanding of different motivational approaches, and assessment of own ability to use a variety of methods to motivate staff within authority held
- o Understanding of key financial information (accounting, management accounting and key performance indicators)
- o Interpretation of financial data to make informed business decisions

*flexible and professional solutions to meet business  
and individual needs across the world*

## Finance for non-Financial Managers

### Aim

The aim of the workshop is to provide the delegates with an understanding of the key financial data and how to use this to assist in making business decisions. The emphasis will be on the practical use of the data available – it is not an accountancy course

### Objective

By the end of this workshop, delegates will be able to:

- Explain the key financial statements
- Illustrate the difference between profit and cash
- Explain depreciation, accruals and prepayments
- Interpret financial data
- Explain the budget setting process, and calculate variances
- Use simple costing techniques and break even analysis
- Make reasoned decisions using financial information

### Audience

This one day workshop is aimed at managers of businesses and departments who do not have specialist accounting qualifications, but nonetheless have to understand key financial statements as they relate to their business / department

NB Whilst the emphasis is not on mathematical calculations, learners may find it useful to bring a calculator

### Content

- Financial statements
- Management accounts and other key performance indicators
- Key accounting ratios
- Budgets and variances
- Fixed and variable costs
- Calculating break even points
- Cost / benefit analysis

## Training Team

The course is led by trainers who have considerable experience of using financial information to assist in making effective business decisions

Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered

## Duration

1 day (7 hours)

## Location

To be advised

## Price

On application

## Progression

Staff who are responsible for recruiting are likely to have wider management and supervisory responsibilities. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Building an Effective Team

Teams are the basic blocks on which all businesses and organisations are built. Effective creation and management of teams benefits both the business / organisation, and the individuals involved

### Aim

This one day workshop delegates with the opportunity to understand how teams form and develop, and how to get the best out of different individuals working together in teams

### Objective

By the end of this workshop, delegates will be able to:

- Identify and classify teams within the workplace
- Describe the process of team building and the stages of team development
- Conduct a skills audit amongst team members
- Effectively build and manage a team

### Audience

Managers and others who have responsibility for leading and managing teams.

### Content

- The nature of formal and informal working relationships  
Differences between groups and teams
- Role of open communications and the need to keep people informed, in creating effective working relationships
- Differences between people, and the effects on relationship building
- Range of behaviours which develop, maintain and destroy trust at work
- Characteristics of groups and teams – the differences, examples within the workplace
- How teams form and develop
- How to identify team roles (eg Belbin) and the uses and implications for managers
- Building a balanced team to achieve objectives

## Training Team

The course is led by trainers who have considerable experience of managing teams in practice

The course is highly participative and delegates will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to compare and contrast different ideas and approaches.

## Duration

1 days (7 hours)

## Location

To be advised

## Price

On application

## Progression

Team building has strong links with personal and management skills, including leadership and motivation, assertiveness, negotiation skills, communicating effectively, working with colleagues and customers. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Coaching and Mentoring

Coaching is a modern and rapidly growing method for helping others to improve, develop, learn new skills, find personal success, achieve aims and manage life change and personal challenges. It is often used in underperformance situations. However, it should not be seen as only suitable for such situations, but is very effective in helping people to achieve their full potential –and using in-house coaches can provide a very cost-effective development and training solution generating real business benefits

### Aim

The aim of this programme is to provide managers and team leaders with the knowledge, skills and confidence to perform effectively as workplace coaches as part of their normal work role

### Objective

By the end of this workshop, delegates will be able to:

- Explain the differences between coaching and mentoring
- State the basic models of coaching practice
- Explain how to plan a coaching session
- Consider own skills and propose a development plan

### Audience

Managers and others who have responsibility for leading and managing teams

### Content

- Differences between coaching, mentoring and counselling
- Exploring good practice in coaching and mentoring
- Outlining values and standards in coaching and mentoring
- Building relationships and commitment
- Developing questioning and listening skills
- Discussing the organisational implications of coaching and mentoring
- Agreeing development goals
- Planning a coaching or mentoring programme

## Training Team

The course is led by trainers who have considerable experience of coaching and mentoring at all levels. All trainers have professional coaching qualifications, and Tyro is an organisational member of the Association for Coaching, ensuring that as an organisation, we follow international standards in coaching and mentoring practice

The course is highly participative and delegates will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to develop their own skills

## Duration

2 days (14 hours)

## Location

To be advised

## Price

On application

## Progression

Coaching and mentoring has strong links with personal and management skills, including leadership and motivation, performance management, assertiveness, negotiation skills, communicating effectively, working with colleagues. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Creative Problem Solving and Making Effective Decisions

As managers, a good deal of our time is spent in thinking through issues that arise and making reasoned decisions based on information available to us. Problems solving techniques are useful, not just when things go wrong, but in much of our daily activity

### Aim

This workshop provides delegates with techniques and processes that will help to understand the root cause of a problem (or issue) and make the best decision in the circumstances

### Objective

By the end of this workshop, delegates will be able to:

- Define the problem and identify the root cause
- Establish criteria for an effective decision
- Generate and explore possible solutions
- Formulate and action plan to implement the preferred solution

### Audience

Managers and others who have responsibility for solving problems and making effective decisions

### Content

- Simple ways to recognise, investigate and analyse problems
- Objective setting in relation to problem
- Brainstorming and creative thinking techniques
- How to evaluate options
- The importance of adequate and relevant information for effective decision-making
- Identification of what information is relevant to specific decisions
- Simple decision making techniques
- Effective presentation of a case – ie, providing facts and evidence, not just opinion
- Monitoring and review techniques to evaluate outcomes of problem solving activities

## Training Team

The course is led by trainers who have considerable experience of leading and motivating teams in practice

The course is highly participative and delegates will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to compare and contrast different ideas and approaches.

## Duration

2 days (14 hours)

## Location

To be advised

## Price

On application

## Progression

Problem solving and decision making has strong links with personal and management skills, including leadership and motivation, performance management, assertiveness, negotiation skills, communicating effectively, working with colleagues and customers. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Delegation

In today's busy business world, we are all faced with many demands on our time. We need to rely on others to help us achieve our goals, and delegating effectively is essential. However, ineffective delegation can also cause significant problems and friction

### Aim

This course aims to enable participants to understand the benefits and to explore the principles of effective delegation

### Objective

By the end of this workshop, delegates will be able to:

- Explain power and authority, responsibility and accountability within an organisation
- Outline the process of effective delegation and its role in empowering staff
- Recognise and encourage commitment and participation
- Encourage and support individuals to accept responsibility
- Monitor progress
- Provide constructive feedback

### Audience

Managers and supervisors at all levels who have teams of staff and where delegation will be useful in achieving overall business objectives.

### Content

- Definitions of authority and power; responsibility and accountability
- Concepts of delegation and empowerment
- Process of delegation including barriers and support mechanisms
- What to do and what not to do
- Techniques to monitor outcomes of delegation
- Feedback, recognition and reward techniques

## Training Team

The course is led by trainers who have considerable experience of leading teams and ensuring that objectives are achieved

Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback

## Duration

1 day (7hours)

## Location

To be advised

## Price

On application

## Progression

Delegates who have attended this programme may wish to extend their knowledge of leadership and management through further training. Tyro offers a range of other programmes which may be of interest - details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally).

*flexible and professional solutions to meet business  
and individual needs across the world*

## Leadership and Motivation

Effective leadership and motivation of teams is the key to success in all organisations and managers need to ensure that their approach is right to get the most from their staff

### Aim

This workshop provides delegates with the opportunity to understand the differences between leaders and managers, to recognise their own preferred style and how to get the best out of different individuals

### Objective

By the end of this workshop, delegates will be able to :

- Explain the differences between leadership and management
- Identify own preferred style and explain impact on different individuals
- Explain the importance of trust in effective leadership
- Identify main theories of motivation and explain relevance in leading teams

### Audience

Managers and others who have responsibility for leading and managing teams

### Content

- Differences and similarities between leadership and management
- Different leadership models and their significance for task performance, culture and relationships
- Leadership qualities
- Identification, development and appropriate choice of personal leadership styles and behaviours
- The role of trust and respect in effective team leadership
- Basic theories of motivation and their application to teams and individuals
- Styles and patterns of behaviour at work
- Use of feedback to motivate individuals and monitor performance

## Training Team

The course is led by trainers who have considerable experience of leading and motivating teams in practice

The course is highly participative and delegates will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to compare and contrast different ideas and approaches.

## Duration

2 days (14 hours)

## Location

To be advised

## Price

On application

## Progression

Leadership has strong links with personal and management skills, including leadership and motivation, performance management, assertiveness, negotiation skills, communicating effectively, working with colleagues and customers. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Assertiveness

### **Achieving harmony and success through an assertive approach**

A lot of people just don't like the idea of having to tell people they can't do something – we genuinely want to help people and may even feel pressurised when someone senior asks for something. It's easy to either give in and get on with it – at personal cost; or become aggressive - which damages working relationships. Behaving assertively clearly conveys what you want, whilst at the same time, recognising and respecting the rights of others.

Assertive individuals will in the long term achieve much more than either the passive or the aggressive.

#### Aim

This course aims to assist people, who deal with other people as part of their job, to handle and deal with awkward situations in direct, open and honest ways, thus enabling them to achieve what they want, whilst allowing others to achieve what they want

#### Objective

At the end of the course delegates will be able to:

- Explain the benefits of acting assertively for individuals, teams and organisations
- Recognise aggressive, passive and assertive behaviour styles
- Identify why you and others adopt each of the different styles
- Adapt your behavior to satisfy your needs and those of others (i.e. in conflict situations, saying no handling and giving feedback)

#### Audience

All directors, managers and others at all levels who deal with others, either within or outside their business or organisation

## Content

- Ways of behaving – general and self analysis
- Achieving a win / win situation
- Think right – speak right
- Using and understanding body language
- Giving and receiving feedback
- Compliments and confidence

## Methods of Learning

The course is highly participative and delegates will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback, although it must be stressed that assertiveness is very much an a skill that is developed through practice.

## Duration

1 day (7 hours)

## Location

To be advised

## Price

On application

## Progression

Assertiveness has strong links with personal and management skills, including managing time, communicating effectively, working with colleagues and customers, and Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Communication Skills

Effective communication of messages and information is essential for any business. It is one of the most important skills required by all staff, and especially managers and supervisors

### Aim

The aim of the course is to provide the knowledge, skills and confidence to communicate effectively with a range of people

### Objective

By the end of this workshop, delegates will be able to communicate effectively with a range of people using different methods and media

### Audience

Staff at all levels of the business or organisation who have to communicate with others, either within or outside the business or organisation

### Content

- Different types of communication including oral, written, visual, electronic and their relative advantages and disadvantages
- Techniques of face-to-face and indirect communication, and when each is appropriate
- Barriers to effective communication
- Questioning skills
- Active listening skills
- Non-verbal communication – body language
- How to use feedback to check effectiveness of communication

## Training Team

The course is led by trainers who have considerable experience of communications in practice.

Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback

## Duration

1 day (7 hours)

## Location

To be advised

## Price

On application

## Progression

Effective communications has strong links with personal and management skills, including assertiveness, negotiation skills, time management, working with colleagues and customers. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Managing Conflict

Conflict can have a positive effect, but left unchecked, the dangerous results of conflict can include damaged relationships, destroyed creativity and productivity, lost commitment and wasted resources

### Aim

By taking a number of conflict management tools, techniques and theories and putting them into practical situations, this Conflict Management training course aims to turn conflict into a productive force

### Objective

By the end of this workshop, delegates will be able to:

- Use appropriate techniques to resolve conflict
- Manage your team to achieve positive relationships both with you and within the team, recognising and defusing conflict in the first instance wherever practicable

### Audience

Anybody working in a team, giving out bad news, dealing with difficult people, ether face to face on by telephone. This course is particularly suitable for those in customer facing roles

### Content

- the purpose of conflict
- getting to the heart of the problem
- dealing with uncomfortable feelings
- defining a difficult person
- using honesty and agreement
- turning arguments into discussions
- defusing blame
- active listening and responding
- understanding the roles people play
- achieving a different outcome
- dealing with strong feelings
- delivering bad news
- feeding the solution not the problem
- creating win-win: achieving resolution

## Training Team

The course is led by trainers who have considerable experience of dealing with conflict in practice. Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback

## Duration

1 day (7 hours)

## Location

To be advised

## Price

On application

## Progression

Delegates who have attended this workshop may wish to extend their knowledge of leadership and management through further training. Tyro offers a range of other programmes which may be of interest - details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally).

*flexible and professional solutions to meet business  
and individual needs across the world*

## Managing Time Effectively

As managers and supervisors, we all have to juggle competing demands on our time, achieve multiple objectives and plan ahead. It's rare that we get the time to stand back and look at what we do and when, and changes that can make it easier.

This short course provides the opportunity for delegates to examine how they use time at present and explores what actions can be taken to ensure that individual and organisational goals are achieved.

### Aim

This workshop will provide delegates with a range of practical hints and tips that will enable them to plan and manage their time effectively

### Objective

By the end of this workshop, delegates will be able to:

- Agree appropriate objectives and prioritise them
- Recognise the importance of effective time management to achieve objectives
- Estimate duration of tasks
- Plan activities within constraints
- Identify and minimise interruptions to planned work
- Monitor use of own and team's time and review progress

### Audience

Managers and staff at all levels of the organisation who have responsibility for planning and managing their time and workload

### Content

- how to set SMART objectives
- setting priorities to achieve objectives
- urgency v. importance when prioritising
- negotiation and assertiveness techniques
- time logs
- time thieves and interruptions
- constraining or limiting factors
- application of simple planning and monitoring techniques
- methods to measure achievement of objectives

## Training Team

The course is led by trainers who have considerable experience of managing time in practice.

The course is highly participative and delegates will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered and participants will have the opportunity to work with others to explore different ideas and get constructive feedback

## Duration

1 day (7 hours)

## Location

To be advised

## Price

On application

## Progression

Time management has strong links with personal and management skills, including assertiveness, negotiation skills, communicating effectively, working with colleagues and customers. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Negotiation Skills

### Aim

This course aims to enable delegates to negotiate effectively to achieve a mutually satisfactory outcome

### Objective

By the end of this workshop, delegates will be able to:

- Explain and apply the principles of negotiation
- Recognise the importance of non-verbal communication and social skills in effective negotiation
- Influence people to achieve identified objectives

### Audience

Managers and staff at all levels who are required to negotiate with customers or suppliers

### Content

- Formal and informal negotiation
- Negotiation strategy, tactics and behaviour
- Techniques for influencing others
- Role of non-verbal communication in negotiations
- Conflict and its resolution to achieve a win-win situation
- Levels of power and authority, and the impact on negotiation

## Training Team

The course is led by trainers who have considerable experience of negotiation in a wide variety of different situations.

Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback. Role play will feature as part of this workshop

## Duration

1 day (7hours)

## Location

To be advised

## Price

On application

## Progression

Delegates who have attended this programme may wish to extend their knowledge of leadership and management skills through further training. Tyro offers a range of other programmes which may be of interest - details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally).

*flexible and professional solutions to meet business  
and individual needs across the world*

## Professional Presentations

### Aim

This course aims to enable delegates to make an effective presentation using a range of media which are appropriate for the audience and subject matter

### Objective

By the end of this workshop, delegates will be able to:

- Make an effective presentation
- Use a range of media to support their presentation
- Handle questions
- Use techniques to check understanding

### Audience

Managers and staff at all levels who are required to make formal presentations. It is especially suitable for those with a training role

### Content

- Purpose of a presentation
- Planning properly
- Different media and support materials
- Managing the environment
- Handling questions
- Use of techniques to check understanding

## Training Team

The course is led by trainers who have considerable experience of making professional presentations to a wide range of different audiences.

Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback

## Duration

1 day (7hours)

## Location

To be advised

## Price

On application

## Progression

Delegates who have attended this programme may wish to extend their knowledge of leadership and management through further training. Tyro offers a range of other programmes which may be of interest - details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally).

*flexible and professional solutions to meet business  
and individual needs across the world*

## Appraisals (Performance Reviews)

As managers and supervisors, we have to review the performance of our staff on a regular basis and set meaningful, challenging goals for the period ahead which are linked to the organisation's overall objectives

### Aim

The aim of this workshop is to provide the knowledge, skills and confidence to improve the performance of staff by conducting meaningful appraisals or performance reviews

### Objective

By the end of this workshop, delegates will be able to:

- Explain the benefits of an effective appraisal or performance review
- Outline the process, with specific reference to their own organisation
- Identify the benefits of proper planning
- Apply skills for giving effective feedback
- Set realistic objectives

### Audience

Managers and supervisors at all levels

### Content

- Purpose of an appraisal / performance review
- Organisational objectives and the appraisal
- Planning and preparing – appraiser and appraisee
- Conducting an appraisal interview
- Giving effective and relevant feedback
- Setting realistic goals and action plans
- Completing documentation

## Training Team

The course is led by trainers who have considerable experience of conducting staff appraisals and performance reviews in practice

The course is highly participative and delegates will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to compare and contrast different ideas and approaches. The programme will feature role play activities

## Duration

2 days (14 hours)

## Location

To be advised

## Price

On application

## Progression

Staff who are responsible for appraisal are likely to have wider management and supervisory responsibilities, including recruitment and selection and managing performance. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Managing Performance

All businesses and organisations have objectives to meet, but do we manage our teams to ensure that our activities and results support those objectives?

### Aim

This short course provides delegates with the opportunity to set performance standards for their team in line with organisational objectives, to recognise good performance, as well as poor performance

### Objective

At the end of the course delegates will be able to:

- Briefly explain the role of the manager in performance management
- Set SMART objectives for the team
- Set performance standards for the team
- Explain how they would measure performance against agreed standards
- Explain a performance improvement technique available to address this underperformance

### Audience

All managers and supervisors who have responsibility for managing the performance of other staff

### Content

- Setting effective performance standards for team within overall business objectives
- Monitoring and reviewing performance against standards
- Acknowledge good performance as well as recognising poor performance
- Identify reasons for poor performance
- Provide constructive feedback and action plans to improve performance
- The role of appraisals (performance reviews) in managing performance
- Dealing with conflict
- Links with organisational policies and practice, for example Discipline and Grievance, Capability, Absenteeism, Recruitment and others

## Training Team

The course is led by trainers who have considerable experience of managing the performance of individuals and teams in practice. Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the processes will be used to illustrate the points covered, and participants are encouraged to bring examples of policies and procedures used in their own organisations

## Duration

2 days (14 hours)

## Location

To be advised

## Price

On application

## Progression

Managing performance has strong links with personal and management skills, including assertiveness, negotiation skills, communicating effectively, working with colleagues and customers. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Successful Recruitment and Selection

Having the right people in the right places is crucial to business success. Get it right, and your job is that much easier, but if you make the wrong selection, then you are faced with a more difficult challenge which can take up a lot of your time, and may put the business or department at risk

### Aim

This workshop aims to provide an understanding of the importance of recruiting the right people, the skills required and the legal issues which may apply

### Objective

By the end of this workshop, delegates will be able to:

- Compile a job description and person specification
- Short list candidates
- Undertake a recruitment interview
- Explain the relevant law relating to recruitment and selection

### Audience

Managers and others who have responsibility for recruiting new staff. It is particularly suitable for staff in Human Resources / Personnel

### Content

- Recruitment and selection policies
- Legal issues relating to recruitment and selection
- Recruitment process
- Setting criteria (essential and desirable)
- Short listing
- Different assessment techniques
- Internal vs external candidates – advantages and disadvantages
- Interview planning and interview techniques, including questioning
- Making your choice

## Training Team

The course is led by trainers who have considerable experience of recruiting staff in practice

The course is highly participative and delegates will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to compare and contrast different ideas and approaches. The programme will feature role play activities

## Duration

2 days (14 hours)

## Location

To be advised

## Price

On application

## Progression

Staff who are responsible for recruiting are likely to have wider management and supervisory responsibilities. Tyro offers a range of other programmes which may be of interest – details can be found on our website:

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Better Marketing ... Better Business

Tough market conditions create opportunities for those businesses that are able and willing to adapt to the new environment. A successful approach requires businesses to critically review their existing marketing activities and to adopt new ways if opportunities are to be seized and competitors beaten!

### Aim

The aim of this workshop is to provide the knowledge and practical marketing skills to enable them to increase the effectiveness of their marketing and to reduce associated costs. You will learn how to accurately measure which marketing activities deliver the best return on investment for your business, so that no matter what your budget, you know that you are using it to achieve the maximum results

### Objective

By the end of this workshop, delegates will be able to:

- Assess your current marketing activities
- Focus on marketing strategies that really produce results
- Negotiate better deals on marketing expenditure
- Formulate an effective and improved marketing strategy

### Audience

All owners, directors, managers, and other senior staff involved in developing a marketing strategy.

### Content

- Review existing marketing activities
- Identify ways to reduce marketing spend whilst improving results
- Provide ideas and tips on how to make your business stand out from the crowd
- Explore how to negotiate better deals on marketing expenditure
- Avoid competing on price
- Raise your profile
- Produce a Marketing Action Plan (MAP)

## Training Team

The course is led by trainers who have considerable experience of sales and marketing for businesses in practice

The workshop will involve a mix of talks, discussions, individual and group work as well as real life and practical examples marketing techniques. Participants will have the opportunity to explore different ideas and get constructive feedback. You will receive expert advice and guidance to develop your own action plan with the tools necessary to implement that plan.

## Duration

1 day (7hours)

## Location

To be advised

## Price

On application

## Progression

Marketing is linked strongly with personal and management skills, including managing time, communicating effectively, working with colleagues and customers. Tyro offers a range of short and longer programmes which will develop these skills. Further details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally).

Tyro can also offer a consultancy service to help businesses and organisations develop a marketing strategy and action plan, and can support your team in developing and winning sales. A quotation can be provided on request

*flexible and professional solutions to meet business  
and individual needs across the world*

## Customer Service

### Aim

This workshop aims to introduce the principles of customer care which are essential for business success. It focuses on the foundation of good internal and external communication and quality of service that ensures customer loyalty

### Objective

By the end of this workshop, delegates will be able to:

- State the importance of effective customer service
- Identify key skills required
- Suggest opportunities for additional sales

### Audience

This course is mainly aimed at people who work with customers on a regular basis, or those who have responsibility for the management of customer service

### Content

- Customer care skills
- Getting it right the first time
- Exceeding expectations
- Taking responsibility
- Listening skills
- Body language
- Adding value
- Gaining repeat business

## Training Team

The course is led by trainers who have considerable experience of working with customers in practice

The course is highly participative and delegates will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to compare and contrast different ideas and approaches.

## Duration

1 day (7 hours)

## Location

To be advised

## Price

On application

## Progression

Tyro offers a range of other programmes which may be of interest to those who wish to extend their knowledge. Further details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally).

*flexible and professional solutions to meet business  
and individual needs across the world*

## Sales and Marketing Masterclass

### Aim

This masterclass will help participants to identify the key components of the sales and marketing function and to outline specific techniques that can be applied to achieve successful sales

### Objective

By the end of this masterclass, delegates will be able to develop a marketing plan for their organisation and implement a successful sales strategy

### Audience

All directors, managers and others at all levels who have a role in marketing or selling within their business, whether it is a commercial or not for profit company or organisation

### Content

- Marketing Planning
  - Description of the product or service, including special features
  - Marketing budget, including the advertising and promotional plan
  - Description of the business location, including advantages and disadvantages for marketing
  - Pricing strategy
  - Market segmentation
- Action centred salesmanship
- Key elements for successful sales action
- Sales process – and different types of selling (face to face, internet, telephone, direct selling)
- What makes a successful salesperson?
- Supporting the sales process
- Remove barriers to sales
- Knowing your product, customers & competition
- Feature and benefit selling - key facts summary plus top tips
- Make the difference – work together – win together

## Training Team

The course is led by trainers who have considerable experience of marketing and sales in practice. Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback

## Duration

2 days (14 hours)

## Location

To be advised

## Price

On application

## Progression

Delegates who have attended this masterclass may wish to extend their knowledge of marketing and sales through formal qualifications in marketing or sales. Tyro can also offer a consultancy service to help businesses and organisations develop a marketing strategy, plan and can support your team in developing and winning sales. A quotation can be provided on request.

Tyro offers a range of other programmes which may be of interest – details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

*flexible and professional solutions to meet business  
and individual needs across the world*

## Selling Techniques

This course is designed to assist delegates to improve success through a straight forward, customer focused approach to selling

### Aim

To enable delegates to understand the elements of the sales process and practise the basic sales skills and techniques

### Objective

By the end of this workshop, delegates will be able to:

- State the steps of the selling process
- Identify why customer needs are important and how to find out what they are
- Explain the difference between product features and benefits
- Describe how to convert features into customer benefits
- List the do's and don'ts of handling customer objections
- Give examples of closing questions to check understanding

### Audience

Staff at all levels who have a role in developing sales.

### Content

- The sales process
- Review and practice the communication skills required to support the sales process
- People and their behaviour
- The structure for buying and how to use this
- Practice the techniques for information gathering
- Identifying the features, advantages and benefits of your product / service and how you can use them?
- How to overcome objections
- How to close a sale

## Training Team

The course is led by trainers who have considerable experience of sales and marketing for businesses in practice

Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback. Role plays will feature within this workshop

## Duration

1 day (7hours)

## Location

To be advised

## Price

On application

## Progression

Tyro offers a range of other programmes which may be of interest to those who wish to extend their knowledge of sales and marketing or management topics. Further details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally).

Tyro can also offer a consultancy service to help businesses and organisations develop a sales strategy, plan and can support your team in developing and winning sales. A quotation can be provided on request

*flexible and professional solutions to meet business  
and individual needs across the world*

## Telephone Techniques

The office professional's role calls for flexibility and a broad portfolio of skills including communications skills, both by telephone and other methods. Often, staff who answer the telephone are the primary point of contact for customers, clients, patients and suppliers among others and the ability to communicate effectively at a wide range of levels with tact and diplomacy is crucial

### Aim

To provide delegates with the opportunity to demonstrate and practise the skills in handling calls professionally, building rapport, dealing with complaints, and effective screening of calls

### Objective

By the end of this workshop, delegates will be able to:

- State the importance of effective telephone skills
- Handle incoming and outgoing calls in a professional manner
- Explain how to deal with complaints received by telephone

### Audience

Staff at all levels who deal with incoming telephone calls

### Content

- Image and the telephone
- What the caller does not want to hear
- Pre-call planning
- Parts of the call
  - Greeting
  - Questioning and listening
  - Controlling the call
  - Closing the call
- The follow up
- The complaint call – do's and don'ts
- The enquiry call

## Training Team

The workshop is led by trainers who have considerable experience of handling discussions with customers and others, often by telephone

Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback. Role plays will feature within this workshop

## Duration

1 day (7hours)

## Location

To be advised

## Price

On application

## Progression

Tyro offers a range of other programmes which may be of interest to those who wish to extend their knowledge. Further details can be found on our website,

[www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally).

*flexible and professional solutions to meet business  
and individual needs across the world*

## Lean Manufacturing Workshop

### Aim

This workshop will provide participants with the knowledge and skills to implement lean processes into their organisation, and also provide an awareness of the issues associated with leading a team through a programme of change

### Objective

By the end of this programme, delegates will be able to:

- Implement lean processes and other continuous improvement techniques
- State the difference between effectiveness and efficiency
- Use problem solving processes

### Audience

All directors, line managers and others at all levels who have a role in introducing lean processes into their organisation, whether it is a commercial or “not for profit” company or organisation

### Content

- Problem solving and decision making – a range of techniques to identify the root cause of a problem, research and develop possible solutions and assess each on its merits against a number of set criteria.
- Continuous improvement techniques, including six sigma, kaizen, “just in time” methods, work flow analysis and quality circles

### Training Team

The course is led by trainers who have considerable experience of the principles of lean processes, and leadership through change in practice. Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback

## Duration

2 days (14 hours)

## Location

To be advised

## Price

On application

## Progression

Delegates who have attended this programme may wish to extend their knowledge of leadership and management through further training. Tyro offers a range of other programmes which may be of interest - details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

Tyro can also offer a consultancy service to help businesses and organisations implement lean techniques and can support your team through the process. A quotation can be provided on request.

*flexible and professional solutions to meet business  
and individual needs across the world*

## Lean Manufacturing

### Aim

This programme will provide participants with the knowledge and skills to implement lean processes into their organisation, and also provide an awareness of the issues associated with leading a team through a programme of change

### Objective

By the end of this programme, delegates will be able to:

- Implement lean processes and other continuous improvement techniques
- State the difference between effectiveness and efficiency
- Use problem solving processes
- Plan the process of change and lead the team through the process

### Audience

All directors, line managers and others at all levels who have a role in introducing lean processes into their organisation, whether it is a commercial or “not for profit” company or organisation

### Content

- Problem solving and decision making – a range of techniques to identify the root cause of a problem, research and develop possible solutions and assess each on its merits against a number of set criteria.
- Continuous improvement techniques, including six sigma, kaizan, “just in time” methods, work flow analysis and quality circles
- Implementing the preferred solution and checking its effectiveness
- Differences between effectiveness and efficiency
- Management of organisational changes and leading the team through a change programme
- Respecting personal concerns about change and handling these in a sensitive manner
- Project management techniques

## Training Team

The course is led by trainers who have considerable experience of the principles of lean processes, and leadership through change in practice. Our style is to deliver a highly interactive and participative programme and participants will be encouraged to contribute with their own experiences and ideas. Real life and practical examples of the techniques will be used to illustrate the points covered, and participants will have the opportunity to work with others to explore different ideas and get constructive feedback

## Assessment

There is no formal examination for this programme. Assessment is by way of practically based project and other work designed to ensure that candidates have a thorough understanding of the principles, but more importantly consider how those skills can be applied to real workplace activities, providing benefits not only to the individual, but also to the organisation for whom they work

NB Assessment work is completed in delegates' own time outside the trainingtime indicated

## Qualification

Successful completion of the programme , including the assignments, will lead to the achievement of the IQual Award in First Line Management, awarded by the Institute of Leadership and Management (ILM)

## Duration

50 hours of guided learning (1 x 3 day block; 1 x 4 day block)

## Location

To be advised

## Price

On application

## Progression

Delegates who have attended this programme may wish to extend their knowledge of leadership and management through further training. Tyro offers a range of other programmes which may be of interest - details can be found on our website, [www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally](http://www.craven-college.ac.uk/tyro/index.php/projects/detail/tyro-working-internationally)

Tyro can also offer a consultancy service to help businesses and organisations implement lean techniques and can support your team through the process. A quotation can be provided on request.

*flexible and professional solutions to meet business  
and individual needs across the world*