

*"If you desire a one year return on your investment,
grow corn.*

*If you desire a lifetime investment,
grow people."*

Carlos Cervantes

Guaranteed Quality In-House Courses

Skills development training for everyone from front-line staff to management

We offer a wide range of tried and tested training courses, led by experts with hands-on commercial experience and highly developed communication skills.

Our courses are held 'in-house', which means we travel to you, saving you time and travelling costs.

Choose from one-to-one coaching, small group sessions or a development course for groups or departments.

Our flexible portfolio of training courses delivers practical solutions for all types and sizes of public and private sector clients, including major corporations, SME's, local councils, government departments and charities.

This booklet gives details of our most popular courses. The duration and content of each course will be adapted to meet your objectives. We will then adjust the level of detail considering the delegates learning and experience.

100% Guaranteed!

We constantly receive excellent feedback from our clients and confidently believe that you will value our service. In the unlikely event of you being dissatisfied with a training course that we run for you, you will not have to pay for it.

For further information please contact:

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Availability and Costs

Our training consultants usually meet you to discuss your requirements. They will be keen to gain knowledge of the people involved and an understanding of your working practices and the organisation's culture. This helps us ensure the training relates to individual's and the company's needs.

We can meet your development needs in the following areas:

- supporting senior management in developing their organisation, introducing change and monitoring their effectiveness
- bringing out the best in staff and line managers by helping them acquire appropriate skills and adopt effective processes and techniques
- ensuring individuals and teams reach their full potential and increasing their value to their employer.

Timetable:

All our courses are available throughout the year, arranged to suit client's needs.

Costs:

Because each course is unique and tailored to client's needs, it is difficult to give a general price for a course. The cost will also vary depending on the location and number of sessions. As a general guide, for an investment of £100 per person, we will train a group of twelve people at your premises for one day.

Our Mission and Values

- Elite's mission is to provide high quality, cost-effective, enjoyable training for private and public sector organisations.
- We operate quality assurance procedures to continuously monitor and improve our performance.
- We respect and encourage our employees' ideas, diversity and cultures.
- The company is built around the philosophy of developing:
 - 'outside the box' approaches to organisational issues;
 - innovative training processes; with
 - practical, action focused courses.



"The course was well organised. I believe the activities and especially the environment, encouraged each member to find out more about themselves as well as other team members. This certainly encouraged 'communication' back in the workplace. I have recommended the course and others, since I think they are enjoyable, but practical and cost effective way of learning."

L. Chilver – British Telecommunications Laboratories

Our Clients

You may be surprised to learn that we do not have a sales team, or advertise our services. Instead, we provide quality training for a realistic investment that ensures that our clients come back to us for more, and recommend us to others.

Successful companies and authorities that have benefited from Elite Training programmes:

- AirMiles Travel Company
- American Express
- Archant
- ACCA
- BBC
- Bechtel
- Bernard Matthews Foods
- Bio Products Laboratory
- BP
- British Nuclear Group
- BT
- Chevron Texaco
- Castrol
- CIPFA
- Civil Service College
- Commonwealth Parliamentary Association
- Contship Containerlines
- Essex County Council
- Felixstowe Dock & Railway Co
- French Croissant Company
- GlaxoSmithKline
- Grampian Country Chickens
- IKEA
- Imperial War Museum
- Institute of Actuaries
- Ipswich Town Football Club
- Magnox Electric
- Marriott Hotels
- Masterfoods (Mars)
- Ministry of Defence
- Nationwide Building Society
- NATO
- Nokia
- Norwich union
- Nuffield Hospitals
- Roche Products
- Royal Society of Arts
- Sainbury's Supermarkets
- Shell
- SITA
- Smith & Nephew
- Suffolk Constabulary
- University College for Creative Arts
- University of Westminster
- Waterways Ireland
- Wolseley UK

Also for the following District Councils: Babergh, Colchester, Chelmsford, East Sussex, Greenwich, Ipswich, Rochford, Suffolk Coastal, London Borough of Tower Hamlets and Westminster City.

We also run courses leading to a professional qualification such as the certificate in Supervisory Management.

If you are unable to find a course that meets your needs, please discuss it with us and we will arrange it for you.

Elite trainers' will ensure that participants find the courses enjoyable, enlightening and effective.



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Training Consultants

To qualify as a consultant our trainers must:

- have achieved a high standard in their specialist field. This ensures credibility with delegates
- display excellent current knowledge of the subject in which they specialise
- qualify as a trainer at the highest level and be experienced with groups at all levels
- meet customers needs.



"I thought that you remained professional throughout the whole process, from booking to the delivery of the course. I was very impressed and so were my colleagues. You are very friendly and approachable."
E. Tickle - AirMiles

"The tutor was excellent, constructive and passed the information on very clearly. Good, interesting material."
R. Bell - Bernard Matthews Foods

Anger Management

"Fear leads to Anger. Anger leads to Hate. Hate leads to suffering." Master Yoda - Star Wars Episode

Control Anger - Before It Controls You

We are all capable of getting angry – it is a normal, usually healthy emotion. But when it gets out of control it becomes destructive and can lead to all sorts of problems.

You can not eliminate anger from your life - you will always come across situations which provoke anger. The key to approaching anger is to take responsibility for your own reactions and behaviour by addressing angry feelings with new coping mechanisms and responses.

What is Anger?

Anger is 'an emotional state that varies in intensity from mild irritation to intense fury and rage,' according to Charles Spielberger, Ph.D., a psychologist who specialises in the study of anger. Like other emotions, it is accompanied by physiological and biological changes; when you get angry, your heart rate and blood pressure go up, as does the level of your energy hormones, adrenaline and noradrenaline.

Anger can be caused by both external and internal events. You could be angry at a specific person or an event (a parking ticket, losing some money), or your anger could be caused by worrying about personal problems. Memories of traumatic or enraging events can also trigger angry feelings.

Expressing Anger

The natural way to express anger is to respond aggressively. If we are threatened our natural response is to 'fight or flight' – this is our body's primitive, automatic, inborn response that prepares the body to 'fight' or 'flee' from perceived attack, harm or threat to our survival. Some of anger, therefore, is necessary to our survival.

On the other hand, we can't hit every person or object that irritates or annoys us; laws and social norms place limits on how far our anger can take us.

The goal of anger management is to identify the causes of the anger and reduce both the emotional feelings and the physiological arousal that anger causes. For example if a person learns at an early age that getting angry is the only way to get what they want, they need to learn other methods of negotiation.

Delegates are encouraged to keep an Anger Diary to record recent anger situations or particular anger problems they are having. This will help us to develop suitable strategies for delegates to control their reactions and deal with such situations.

Who will benefit: Anyone who is hurting themselves and others with their anger and rage and people who need to be more assertive and less passive or aggressive.

Duration: 1 day

By the end of the course delegates will be able to...

- appreciate what are acceptable and unacceptable levels of behaviour
- identify the causes of aggression
- practice assertive communication
- feel more at ease with yourself and others
- take a refreshing new look at yourself
- express all your feelings, not just anger
- face the behaviour of others - know how to prepare, what to do and say
- use appropriate verbal and non-verbal behaviour in different situations
- use your enhanced feelings of self confidence in a productive manner.

"Excellent. Sensible thought put forward in an easy to relate to manner. I will be able to use all aspects of the course."

"I have just completed the training class with Mick Miles and it was dead on. The session was 1-on-1 and tailored to my needs."

Handling Anger, Violence and Aggression in the Workplace

"If you can be patient in one moment of anger you will escape 100 days of sorrow." Chinese proverb.

If you or your staff has to deal with people who don't get what they want, you will know how they can soon show their anger and become aggressive. Not getting what they want or simply having to wait are just two reasons why people change from being calm to aggression. Handling anger, violence and aggression in the workplace is easier when you know what to do. Our course will provide you with the knowledge and skills to deal with these situations.



We are helping the police, local authorities and companies to train staff how to effectively deal with anger, aggression and violence in the workplace.

Part of our course can include some simple, yet effective self-defence training.

Salespeople, estate agents, planning officers, social workers, benefit officers, receptionists and others who have to meet people are particularly vulnerable.

There are a number of safety measures they can take, which together with the confidence they will gain on this course, will help reduce the anger and aggression they might encounter.

Dealing with angry people is not easy, but knowing what to do and say can save injury and improve customer relations.

Who will benefit: All staff liable to be in contact with difficult or aggressive people.

Duration: 1 day

By the end of the course delegates will be able to...

- appreciate what are acceptable and unacceptable levels of behaviour
- identify the causes of aggression in the workplace and elsewhere
- use body language to gain rapport with difficult people
- apply diffusion techniques
- set effective conflict resolution techniques
- practice assertive communication
- deal with aggression that turns to violence
- draw up an action plan to create policies and procedures to identify and reduce risk
- feel confident about dealing with anger or aggression in people
- demonstrate attack prevention in the street, reception areas and the office
- gain advice for estate agents, salespeople, and others on their own.

"Excellent course, kept up interest and very informative." N. Simpson - Imperial War Museum

"Very good enthusiastic speaker with extensive knowledge and amusing anecdotes. The course was very good with a general run through of the fundamentals of diplomatic conduct! I will be able to diffuse aggressive or confrontational people." F. Pallinson - East Sussex County Council

Appraisals

The performance appraisal is important for the employee and the organisation. It can ensure the 'best performance' practices from its employees and promote their future development. However, staff development doesn't just happen.

It takes a conscious and concerted effort on the part of the manager to support and encourage employee initiative. If you have had a performance appraisal you could probably remember a good or bad experience, and this might have nothing to do with your performance!

The appraiser needs to get it right for the sake of the individual and the organisation. It is vital to have an appraisal system which meets the needs of the organisation and the individual. An accurate appraisal will motivate, develop and help establish career paths.

Our appraisal training course will provide delegates with the knowledge and skills to improve the performance of staff by conducting meaningful performance reviews.

The content of the course is tailored to suit the way your company conducts and evaluates your performance appraisal process.

Who will benefit: Suitable for team leaders, supervisors, and managers who conduct appraisal and performance review interviews.

Duration: 1 or 2 days depending on your needs

By the end of the course delegates will be able to...

- understand the role of the appraisal in overall performance improvement
- identify the benefits and pitfalls of appraisals
- establish clear standards of performance: key result areas and targets
- gather evidence for the appraisal
- set out ways of resolving conflicts
- build rapport and give feedback
- show effective interviewing skills
- understand the skills required to motivate with constructive criticism
- establish training needs and set meaningful action plans
- know how to get the best from your scheme.

FOUNTAIN OF ALL KNOWLEDGE

There is something I don't know that I am supposed to know, I don't know what it is I don't know and yet am supposed to know, and I feel I look stupid if I seem both not to know it and not to know what it is I don't know.

Therefore I pretend I know it.

That is nerve racking since I don't know what I must pretend to know.

Therefore I pretend to know everything.

I feel you know what I am supposed to know but you can't tell me what it is because you don't know that I don't know what it is.

You may know what I don't know, but not that I don't know it, and I can't tell you.

So you will have to tell me EVERYTHING.

From KNOTS by R.D. Laing.

Assertiveness

"No one can make you feel inferior without your consent." Eleanor Roosevelt

Being assertive means to be honest and forthright - and still support the opinions and feelings of others. Gain the confidence and competence to become assertive rather than aggressive.

Delegates learn how to deal with issues, instead of emotions in an assertive confrontation and the most effective way to ask for what they want. They also learn the various approaches to deal with conflict and why our actions affect others behaviour (Transactional Analysis).

A lack of confidence means a drop in performance; this causes a lack in confidence, and so on... Learn how to stop this process now.

Who will benefit: Anyone wanting to develop personal effectiveness.

Duration: 1 day

By the end of the course delegates will be able to...

- analyse the styles of behaviour and know how to respond to them
- Appreciate the benefits of assertiveness
- say no without feeling guilty
- face the behaviour of others - know how to prepare, what to do and say
- handle put-downs and a domineering personality
- use appropriate verbal and non-verbal behaviour in different situations
- use your enhanced feelings of self confidence in a productive manner.

"Some courses can become tedious, but this was interesting and educational. Most rewarding and will be beneficial to me for my contract. Very interesting facilitation with great communication skills."
G. Holness - SITA

Change Management

The only person that likes change is a baby with a wet nappy!" Anon.

If companies are to progress, change is inevitable. You cannot stop change, but you can learn to move with it. Managing people change is a critical skill in today's world of rapid and continuous change. A carefully planned approach ensures that problems are anticipated and opportunities seized.

We need an understanding of ourselves and our environment if we are to recognise our needs, diagnose our requirements and select a coping strategy. We can control both driving and restraining forces, we can be a persuader, we can be a proactive manager, we can develop strategies that introduce order to our lives and our environment. We need not fear change management.

A key to organisational change management is what value adding results, without loss of enthusiasm or positive and supportive attitude, will the organisation want to prevail after the change?

Our change management course helps delegates to lead their staff in new directions.

Who will benefit: Junior and senior managers.

Duration: 1 day

By the end of the course delegates will be able to...

- develop plans and organise the change
- communicate and brief staff
- apply change management skills and techniques
- deal with the resistance to change
- organise and control the change
- set action plans and monitor progress.

"Very interesting course with lots of participation. One of the best courses I have been on."

A. Baillie - British Energy

Coaching Skills

“If you think it and believe it, you can achieve it.” Anon.

Coaching is a rectification of skills and knowledge for people who want to improve their game in an industry where it's important to keep up.

With fewer management layers, it is essential that business coaches or managers are effective in delegation and empowerment. These skills together with the ability to develop the performance of individuals in their team are an important feature of the course. Business coaching allows people to learn in an unthreatening manner, involves relatively little direct cost and is effective for all sorts of people. A business coach should be of great benefit to your staff and the organisation.

Delegates will understand the importance of their role and be equipped with a number of coaching skills to use in the development of others.

Our course focuses on the methods by which managers develop the performance of individuals in their team.

Who will benefit: Anyone whose responsibilities include the development of staff.

Duration: 1 day

By the end of the course delegates will be able to...

- appreciate the benefits of coaching
- understand the role and practice the skills of an effective coach
- build rapport and create a development environment
- define preferred learning styles - understand how people learn
- assess individual needs
- give appropriate feedback
- handle resistance to constructive criticism
- use effective probing and questioning
- set effective action plans.

“The trainer was pleasant and made the course very interactive and rewarding. The delivery of the presentation was good.

The most useful part was developing a self awareness, emphasising the importance of listening and avoiding closed questions. I enjoyed the day very much.”

C. Gurney - Wolsey UK

“Probably one of the best courses I have attended. Very well facilitated, good control of group dynamics.”

K. Dunphy - Medicines Control Agency

Communication Skills

"The most important thing in communication is to hear what isn't being said."

Peter F. Drucker

Listening skills and getting your message across is something that we learn at an early age, but how effective are you?

Delegates will learn that most people are poor listeners and talking is not an effective way of communicating, there are better ways. If the right message is not received the action is bound to be wrong and need repeating.

Delegates will develop efficient communication skills and make good use of body language to ensure the right message is received.

Who will benefit: Anyone who wants to communicate effectively.

Duration: 1 day

By the end of the course delegates will be able to...

- understand the barriers to communication
- apply effective questioning skills
- develop patterns of communication
- effectively use techniques of persuasion
- communicate your message
- make best use of body language, listening and oral communication.

"Very much an eye-opener. I learnt a lot"

C. Ashwood - Nuffield Healthcare

Counselling Skills

"It is always a silly thing to give advice, but to give good advice is absolutely fatal."

Oscar Wilde

It is very difficult to work effectively if one's mind is clouded with personal problems. Worry and lack of concentration results in low productivity and under achievements. Recognising stress and early counselling is far more cost effective and efficient than disciplining staff.

Counselling is about removing barriers and looking backwards to the negative aspects of one's personality. If a person has the tendency to get angry, for example, we would look at the underlying reasons for being angry rather than teaching anger management.

Counselling may be concerned with addressing and resolving specific problems, making decisions, coping with crisis, working through feelings or inner conflict or improving relationships with others. The counsellor's role is to facilitate that persons work in ways that respect their values, personal resources and capacity for self-determination.

Who will benefit: Supervisors and managers.

Duration: 1 day

By the end of the course delegates will be able to...

- identify the skills and attitudes involved in helping staff to solve their own problems
- recognise the value of using counselling skills in the workplace
- benefit from practical sessions in small groups
- discuss the difference between counselling and other forms of support and development
- understand your preferred counselling style
- make best use of body language, listening and oral communication.

Conflict Management

Modern quality management systems involve individuals with a larger number and wider variety of other people in the course of their work than ever before, which inevitably means all the more opportunity for conflicts to arise. For the individual, conflict is a major source of stress and can easily assume the sort of proportions, which overshadow everything else at work. It has knock-on effects for the organisation as a whole. It decreases productivity, upsets relationships, creates factions, causes absenteeism, prompts resignation, makes recruitment difficult, prevents creative thinking - in short, it wastes energy, time and money.

Each of us has a way of dealing with conflict that minimises the emotional trauma that we experience. Commonly we use the same strategy for many different types of situations, this has many disadvantages. Responding to conflict involves selecting the most appropriate strategy for successful conflict management. This requires an understanding of the ways the disagreement can be approached.

An autocratic, coercive management style can soon leads to a lack of moral and possible action against the manager. Modern managers negotiate with their staff and help them negotiate with each other. Sadly, many management development programs fail to show managers exactly how to mediate between employees.

Our conflict management training course will provide you with a number of 'tools' to use when dealing with conflict.

"Not everything that is faced can be changed, but nothing can be changed until it is faced."
James Baldwin

Who will benefit: All staff who would benefit from helping others to resolve interpersonal differences at work.

Duration: 1 day

By the end of the course delegates will be able to...

- identify different types of conflict at work and know your preferred method of dealing with conflict
- use different strategies for dealing with conflict
- use assertive behaviour rather than aggressive or passive behaviour
- make best use of body language, listening and oral communication
- keep your cool, stand your ground and reach a positive resolution

"Mick is a first class facilitator/trainer. I enjoyed it all - but of particular interest was the psychology and conflict styles.

I enjoyed and benefited from the course today. I should like to use Elite again - very good."
T. Giaffreda - IKEA

"All parts of the seminar were very useful. It made you think about where you may be going wrong. I would like to do another seminar."
I. Oliver - ICI.

Creative Thinking

"You see things and say why? But I dream things that never were and I say, why not?"

George Bernard Shaw

Creative thinking is not something you are born with; it is a skill that can be improved with practice. The brain can be likened to a well-designed car; it needs an efficient driver to exploit its full potential.

There is always another way to do it, it might be cheaper, quicker or sell more. Creative thinking is a great asset.

This course is designed to help individuals develop their own creativity and the creativity of others to enhance productivity at work.

Who will benefit: Anyone who would benefit the organisation through innovative thinking.

Duration: 1 day

By the end of the course delegates will be able to...

- develop creativity in yourself and your team
- Show increased ability to implement new ideas
- combine creativity with proven problem solving skills
- brain storm ideas
- produce mind drawings
- apply lateral thinking.

"A good session with a nice mix of group and tutor lead activities. God eye-opener as to the need to be creative in looking at problems." J. King - Chartered Institute of Public Finance and Accountancy

"It was very useful finding new ways to approach a subject and apply a different breakdown of problem solving. The course was enjoyable to the end." B. Bradley - Videojet

Customer Service

"The bitterness of poor quality lingers long after the sweetness of a cheap price has disappeared." Anon.

A patient seeing the doctor to complain about the symptoms they are experiencing does not want to be told that it is their own fault and there is nothing that can be done (even though the patient may well have caused the problem). Customers need to be handled the same way, by looking for solutions as opposed to looking for blame.

A vital ingredient of any lasting customer care programme will be an emphasis on identifying creative and innovative ways of giving your customers what they want ... on time, every time ... at the right cost.

In the same way coping with awkward and complaining customers effectively whether they be ratepayers, disgruntled passengers or irate account customers, marks out the professional from the amateur.

Who will benefit: All staff, although managers could attend separately.

Duration: 1 day

By the end of the course delegates will be able to...

- recognise your contribution to the success of the organisation
- appreciate what your customers expect
- recognise the affect your attitude has on the behaviour of others
- use basic assertiveness skills
- deal with complaints and difficult customers competently.

Dealing with Difficult People

Most of us have to deal with difficult people at some time or other. They always want their own way and are prepared to shout and lay down the law until they get it. They have the ability to waste a lot of your time and make you angry or frustrated.

Whether they are a customer, a boss or even a colleague, they can be hard to handle. But eventually, you will need to stand your ground but how?

We will show you the types of difficult people and how you can handle them.

Who will benefit: Suitable all staff.

Duration: 1 day

By the end of the course delegates will be able to...

- understand what makes different people difficult
- recognise the early warning signals and prevent the behaviour escalating
- avoid being manipulated
- feel confident to deal with a number of different types of difficult people
- use words that de-escalate and give criticism effectively
- apply assertive behaviour and see instant results.

"Thank you again for the 'Dealing with Difficult People' Training you delivered at Gretton House. I know from feedback I have received, both on evaluation sheets and verbally, that everyone found the course really helpful and very interesting. I am sure this will help when dealing with both staff and customers."

C. Corstin - Gretton Homes

"The seminar was very good, well explained by an approachable tutor. I thoroughly enjoyed it."

M. Waller - Life Skills Solutions

Employment, the Law and Practicalities

"I was seldom able to see an opportunity until it had ceased to be one."

Mark Twain

Employees and ex-employees have easier access to make a tribunal application, therefore there is now a greater chance of an employer being taken to a tribunal.

It might make sense to treat an employee in a certain way, but unless it complies with the current employment law an employee could seek compensation.

Mistakes can be costly and require large amounts of management time to prepare and present an effective defence.

This course will give you a practical understanding of the key areas of employment law, and the confidence to carry it out.

Who will benefit: Suitable for managers who have to deal with employment issues.

Duration: 1 or 2 days depending on the depth of knowledge and practice required.

By the end of the course delegates will be able to...

- appreciate the legal pitfalls involved in the recruitment, treatment and dismissal of employees
- effectively deal with a complaint or allegation against an employee
- keep appropriate records on what has happened and the action taken
- conduct a disciplinary hearing and issue a verbal or written warning
- identify the difference between summary dismissal, constructive dismissal, fair or unfair dismissal
- help prevent claims reaching an employment tribunal.

Diversity - Equal Opportunities

"Never look down on somebody unless you are helping them up." Anon.

How good is your knowledge of the law on equal opportunities?

Try answering these questions:

1. If behaviour occurs in the workplace that amounts to discrimination; who is liable to pay compensation?
 - a) The Employer
 - b) The Supervisor or Manager
 - c) Both a & b
2. If a case is found in favour of the victim, the employment tribunal can award the following compensation to the victim against the offender.
 - a) Up to £50,000
 - b) Up to £100,000
 - c) An unlimited amount

The answer is c in both questions.

Are your supervisors and managers aware that they could be made to pay large amounts of money to one of their staff because they were not treated with equality? Do they understand what equality means?

It is not uncommon for companies and organisations to pay £40,000 or more because they have not trained their staff in equal opportunity issues.

Untrained supervisors and managers often do not realise what they are doing is wrong and this is why the company is made to pay more than their managers. Training in equal opportunities can help to ensure equality takes place in the workplace and reduce the company's liability.

This course enables delegates to understand these delicate issues and how they can contribute to the development, implementation and monitoring of their company's equal opportunities policy.

Who will benefit: All supervisors and managers.

Duration: 1 day

By the end of the course delegates will be able to...

- identify various individual and group behaviours
- understand prejudices and discrimination
- understand the law on equal opportunities in the workplace
- carry out selection interviews without asking the 'wrong' questions
- identify different types and possible effects of harassment & discrimination
- apply different methods in dealing with discriminatory situations
- apply an equal opportunities approach to your job.

"Fun, friendly, made the day enjoyable which helped me to learn and understand."

J. Tummcliff - Nuffield Healthcare

Copywriting

Wouldn't it be useful to have the in-house expertise to write high quality sales letters, websites, marketing collateral, press releases and presentations? Created by a highly experienced professional copywriter, our training courses focus on basic principles and techniques for writing inspiring copy that sells your product or service effectively.

The aim is not necessarily to replace an external creative agency. However, where budgets or time are limited, you will have the internal resources to generate selling copy that gets the message across clearly and professionally.

What are the benefits?

Having in-house copywriting expertise has valuable benefits for your business or organisation, as well as providing employees with a useful addition to their skills set.

- Save time and money
- Stay in control of your marketing strategy
- Acquire the skills to make day-to-day updates to the copy on your website without incurring the cost of a professional writer
- Learn how to optimise your website for search engines
- Take advantage of PR opportunities to raise the profile of your products or services
- Increase motivation and job satisfaction by developing the personal skills and experience of your team.

Who will benefit?

Our writing courses will be of use to both marketing specialists and non-specialists with a marketing or sales remit.

How it works

A range of training modules are available, which can be studied individually or combined to create a more extensive course. There are two learning options:

- Training can take place at your offices (or a convenient local venue such as a hotel) and will be led by an experienced professional copywriter
- Modules can be studied as distance learning courses via email.

Training modules available

1. Fundamentals of Copywriting
2. Writing Better Sales Letters and Presentations
3. Writing for Websites (including Search Engine Optimisation)
4. Writing Better Press Releases and Advertising Features
5. Writing for Advertising
6. Writing for Direct Mail

Who will benefit: All staff who have to write letters or reports.

Duration: Varies according to the module chosen, please contact us for more information.

Interpersonal Skills

"He who knows others is clever, but he who knows himself is enlightened."

Lao-tzu

Our Interpersonal Skill training course is designed for managers and who wish to increase their self awareness and improve the way they relate to others in order to work more effectively and to sustain high quality working relationships. We like to think we know our own personality, but often this is only achieved through our own perception. Unless we evaluate ourselves objectively we can have a false impression and our development can be seriously hampered. This course will help delegates to find out what they are like as a person, the effect they have on others, and give them an action plan to develop strengths and areas for development.

We provide interpersonal communication training to successful UK businesses. You will learn how to achieve successful outcomes from your working relationships.

Who will benefit: Anyone whose success at work depends on good relations with their colleagues, customers and clients.

Duration: 1 day

By the end of the course delegates will be able to...

- identify personality types
- the effect your behaviour has on yourself, other people and your organisation
- use effective first impressions
- make best use of body language, listening and oral communication
- develop your strengths and areas for development
- gain co-operation and commitment from others.

Letter Writing

Are your business letters concise, easy to read and jargon-free? Do they have a logical layout and a proper sequence of ideas? If not, we can help.

Our Letter Writing course is for people who want to write clear, professional business letters and other short documents that communicate key messages in the right way. The course focuses on business writing skills, correct English usage and how to use Microsoft Word to quickly create professional-looking letters.

There's also plenty of information and guidance for those responding to customer service queries or complaints.

Who will benefit: All staff who have to write letters or reports.

Duration: 1 day

By the end of the course delegates will be able to...

- save time and increase your confidence in writing letters
- understand the importance of preparation and structure
- describe the basic rules of writing : Accuracy, Brevity and Clarity
- use an easy approach to writing with an appropriate language, punctuation and style
- use useful aids to writing
- write letters that get results.

"An excellent presentation, very interesting exercises; I would recommend this course. The material is superb and will act as my bible."

B. Johnson - AirMiles

"Excellent trainer and course. It was useful to see the work learnt in the morning applied to my company's letters in the afternoon."

S. Austin - Johnson Cooper

Leading and Managing People

"Leadership is the ability to get a person to do what you want, when you want it done, in the way you want it done because they want to."
Dwight D. Eisenhower

Suitable for those who are new to management or people who have been managers for some time but want to refresh themselves on the basics of management and ensure that they are up-to-date with management techniques.

Delegates would have the opportunity of studying their own particular subject(s) and gain knowledge and understanding of other management topics.

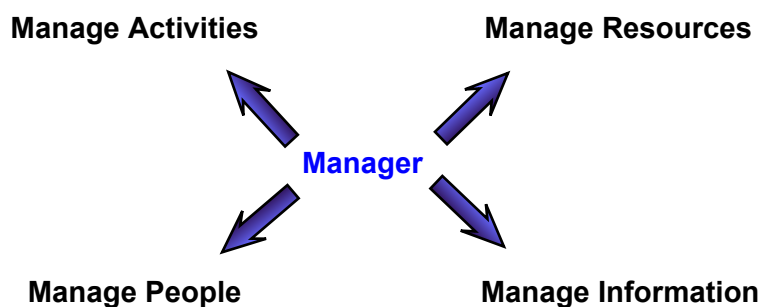
Who will benefit: First line managers, supervisors or team leaders.

Duration: 2 to 5 days depending on delegates needs.

Objectives of the Programme

- To provide delegates with the necessary knowledge, skills and behaviours to increase their effectiveness in their current roles
- To equip delegates with the managerial skills necessary for them to adapt to changing demands in the future
- To improve succession planning by providing a structured development program which will enable delegates to fulfil their potential within the company.

The training covers the following four areas of responsibility for a manager:



By the end of the course delegates will be able to...

- understand the role and functions of a manager
- set meaningful action plans
- undertake appraisals and counselling
- communicate effectively
- manage staff using E-mail
- handle conflict
- appreciate the styles of management
- delegate responsibly
- manage time effectively
- manage meetings
- know what motivates people
- practice the skills of mentoring
- demonstrate personal development
- use problem solving skills
- train and develop your staff.

"A very clear and concise seminar which will be very beneficial. It was most useful to understand other peoples' thoughts and not be one dimensional." M. Sansum - Imperial London Hotels

Marketing for Non-Marketers

Many smaller or entrepreneurial companies cannot afford their own specialist marketing resources. This course will assist individuals in rapidly taking stock of their companies marketing needs and prioritising them. It then goes on to address the planning, resolution and delivery elements.

Our Marketing for Non-marketers course covers the methods and techniques needed to identify marketing opportunities and issues. Delegates will learn that marketing can be done well without a formal team, so long as management have the insight into where and what needs doing. Our techniques enable managers at any level and from any function to handle to the real marketing challenges facing their organisations, namely:

- allocating an appropriate marketing budget
- identifying market opportunities as they arise
- knowing when to go to outside suppliers of marketing services
- controlling costs.

Delegates will develop methods of planning the markets for their business, identifying what is and what is not 'marketing' and the tools to then begin to effectively market their companies.

Who will benefit: Anyone who wants to see real benefits from their marketing activity - both business managers and entrepreneurs.

Duration: 2 days

By the end of the Marketing for Non-marketers course you will be able to...

- define your company's USP's (unique selling propositions - the root of the marketing activity)
- present your new-found vision to your staff, your investors and other stakeholders
- articulate your value propositions in client terms
- understand the costs and benefits of marketing activities
- be confident in your understanding of 'marketing.'

"I have gained a great deal of confidence from knowing mine and the company's strengths and weaknesses and can see huge potential for growth and progress."

S. Etheridge - John Catt Educational

Marketing Strategy and Marketing Plans

Most companies treat their marketing budget as a cost centre, an overhead to be reduced in difficult times and flexed when the cash is available. Real marketing is about adding value not cost to the company's balance sheet.

Our marketing course covers the methods and techniques needed to deliver real value. Delegates will learn that most marketing is simply addressing the status quo, maintaining equilibrium. Our techniques enable marketers to step up to the real challenges facing their organisations, namely:

- resisting and pushing back on the competition
- innovating new products and services
- growing new markets as old ones decline
- keeping up with the rapid pace of change.

Delegates will develop methods of acquiring insight into business process, ways of accessing the decision makers and how to increase their own visibility in organisations.

Who will benefit: Anyone who wants to see real benefits from their marketing activity – both business managers and marketing staff.

Duration: 2 days

By the end of the marketing strategy and marketing plans course you will be able to...

- define your company's products and services in market terms not internally referenced
- present your new-found vision to your managers
- articulate your value propositions
- define your measurements of value add
- be confident in your strategy.

Marketing Training

Learn how even the mightiest marketing departments have been humbled (and often been the architect of their own destruction).

Our marketing course covers the last 10 years or so of commercial ineptitudes and provides you with a guide to avoid the common mistakes. Our techniques enable marketers to focus on quality marketing activities with a built in safety mechanism!

We take delegates through the recent history of commercial gaffes, unplanned publicity and foot in mouth activities of senior management – and in doing so will learn 'there but for the grace of god' skills.

Who will benefit: Anyone who wants to see their career continue to blossom and thrive.

Duration: 2 days

By the end of the marketing training course you will be able to...

- spot an inherent danger in most marketing activities
- know how to avoid it
- defuse potentially dangerous incidents
- be confident in your knowledge of past examples.

Mentoring

“The most powerful stimulus for changing minds is not a chemical or a baseball bat, it is a word.”

George A Miller

Every organisation needs some form of career development programme to produce a succession of motivated, upward moving employees.

Mentoring is the process of preparing staff for future change. It is often referred to as a journey of prompted discovery. An effective mentor will be looking at longer term career development and helping to improve leadership development and the retention of key people.

This course enables delegates to develop the skills of a mentor so they can bring the best out of their staff. Each delegate is given a handbook of key points from the course and advice from experienced mentors. They will have everything needed to prepare for their meetings with the mentee.

These are the interesting points covered in the course handbook:

- Potential Benefits of Mentoring
- Mentor Qualifications
- The Role of a Mentor
- Mentoring Skills
- Avoiding the Pitfalls
- Mentor versus Manager
- Mentor versus Coach
- The Role of the Mentee
- Mentee Qualifications
- Mentoring Outcomes
- Phases of Mentoring Relationships
- Meeting Suggestions
- The First Meeting
- Between First and Second Meetings
- The Second Meeting
- The Experiential Learning Cycle
- Model Discussions
- Frequent Questions asked by Mentors
- Duration of Mentoring
- More than one mentee at a time
- End of the relationship
- Using The GROW Model
- Outcome Orientation
- Creating SMART Action Plans
- The skills of giving Feedback
- Avoiding Problems

Who will benefit: Middle to Senior Managers.

Duration: 1 day

By the end of the course delegates will be able to...

- appreciate the benefits of mentoring
- understand the role and practice the skills of an effective mentor
- demonstrate the difference between a coach and a mentor
- build rapport and create a development environment
- define preferred learning styles - understand how people learn
- assess individual needs and give appropriate feedback
- handle resistance to constructive criticism
- use effective probing and questioning and practice reflective listening
- get the trainee to review themselves objectively set effective action plans.

“Good course that was general enough to be applicable to our organisation but specific enough to provide practical help. The course will enable me to amend our mentoring policy.”

R. Rosier - Balfour Beatty

“An enjoyable course with good content - I now have a good understanding of the role of a mentor. The tutor was very relaxed and informative.”

B. Riley - PPG Industries

“The course was most enjoyable. The tutor was flexible and simply explained utilizing good participant co-operation”

G. Wallbridge - Armstrong Learning

Negotiation Skills

“In business you don’t get what you deserve, you get what you negotiate.”

We use negotiation in all walks of life, from discussions with teenagers about borrowing the car, to bartering for souvenirs on holidays abroad. In business, whether buying or selling ideas or goods, or persuading the other party to do what you want, is a skill.

Good negotiation involves understanding yourself and how you respond in different circumstances, as well as being able to assess the other party, how they might respond, what will motivate them.

The key to successful negotiation is clarity. Clarity of thinking combined with a clear understanding of yourself and how you react when under pressure.

You also need clear objectives, clear guidelines on what you will or will not accept, and the ability to think clearly and carefully when faced with the unexpected.

Once you are in the meeting, you need to be fully aware of what is going on around you. What you sense they are thinking and feeling is important, so that you can adapt your behaviour accordingly.

A typical day’s course will be a combination of interactive discussion, some tutor input, and practical exercises to illustrate the importance of the different skills.

Who will benefit: All staff who want to develop the basic skills of negotiation.

Duration: 1 day

The course will be designed to suit your requirements and can cover topics such as:

1. Preparation

- What do we want?
- What do they want?
- What wants could we trade?
- What wants will we trade?

2. Opening

- Know how much to say
- Find out more about them – active listening
- Be sensitive to the smallest response
- Use different approaches for different people.

3. Engage their interest

- Go in at the right level
- Listen to their response
- Keep emotions under control
- Identify barriers
- Working with objections.

4. Motivation

- Make it easy for them to say yes
- Offer alternatives
- Go for a win-win result
- Communicate clearly with sensitivity and tact
- Clarify the agreement and get a commitment.

“Clear and helpful tuition. A well run course and flexible enough to steer the content towards our business.”

M. Bowman - Gardline Marine Sciences

Neuro Linguistic Programming™

"NLP is an attitude and a methodology which leaves behind a trail of techniques"

Richard Bandler

The Japanese modelled their management and production on the best in the world. In the same way Neuro Linguistic Programming™ (NLP) is the study of excellence and in particular the study of what really works in thinking, language and behaviour.

'Neuro' refers to the neurological processes of seeing, hearing, feeling, smell and taste, which form the basic building blocks of our experience.

'Linguistic' refers to the way we use language to represent our experience and communicate with others.

'Programming' refers to the strategies we use to organise these inner processes to produce results. By understanding and managing these strategies we can influence the reactions we get from people and build relationships as we would like them.

From studies of the conscious and unconscious processes of exceptional people it has been possible to discover how they do it. Some of the first people to be studied using these approaches were masters of change and communication. What did they do that enabled them to get on with people so easily, whilst others tried as hard as they could, but could not build up such a rapport?

The result of these studies provided us with many powerful and elegant techniques that will enable you to discover how to get on with the people that matter to you. This is essential for negotiating and sales but also important in your everyday life.

Deciding to invest in quality NLP skills training is an important decision that is likely to change your life and that of those around you. NLP is different. It is exciting, enjoyable and it works. It offers specific and practical ways of making desired changes in your own and others' behaviour.

If you are involved with communication and change in any way, then NLP offers something uniquely valuable to you.

Who will benefit: Anyone who needs to get the most from people.

Duration: 1 day

By the end of the course delegates will be able to...

- appreciate the benefits of NLP™
- use NLP™ to enhance your performance
- make best use of body language, listening and oral communication
- use NLP™ in negotiations and sales
- make use of NLP™ for personal development.

"The course was very good all round, an eye opener to life."

J. Clark - Magnox Electric plc

Presentation Skills

One of the most important skill sets that a person must develop to be successful in today's competitive business environment is Presentation Skills.

How do you hold up when the spotlight is on you? Can you think fast on your feet? Do listeners respect you? Our presentation skill course will:

- boost your confidence
- control your nervousness
- get people to listen and take notice of what you say.

It will teach you a structured approach to the preparation and delivery of all types of business presentations and public speaking engagements. You will learn how to start strongly, finish memorably and stay in control whilst interacting positively with your audience.

We focus on developing skills in an encouraging, positive and patient environment.

Who will benefit: Separate courses are available for directors, chief executives, managers and others involved in making management presentations or delivering a speech.

Duration: 1 day

By the end of the course delegates will be able to...

- plan and prepare your presentation
- develop skills of speaking in a variety of situations, according to your needs
- discreetly use notes and memory aids
- use impactful visual aids
- conquer nerves
- maintain the interest of your audience
- communicate effectively
- present your case clearly and with enthusiasm
- handle questions.

"Some courses can become tedious, but this was interesting and educational. Most rewarding and will be beneficial to me for my contract. Very interesting facilitation with great communication skills."
G. Holness - SITA

Problem Solving with Creative Thinking

Problems don't go away; rather they have a habit of growing unless dealt with effectively by a good manager or team member. There is always another way to do it, it might be cheaper, quicker or sell more. Creative thinking is a great asset.

Imagine increasing productivity, reducing waste and improving customer satisfaction by developing a process for effectively solving problems.

Creative thinking is not something you are born with; it is a skill that can be improved with practice. The brain can be likened to a well-designed car; it needs an efficient driver to exploit its full potential. Let us take you on a driving course with a difference!

Our problem solving training introduces effective approaches to problem solving and decision making that have proven to be successful in producing improvements in efficiency, performance, and productivity.

Who will benefit: All managers directly or indirectly responsible for making decisions.

Duration: 1 day

By the end of the course delegates will be able to...

- develop creativity in yourself and your team
- show increased ability to implement new ideas
- combine creativity with proven problem solving skills
- brain storm ideas and produce mind drawings
- apply lateral thinking
- increase your confidence in implementing new ideas
- follow the stages of decision making and problem solving
- identify and evaluate available options.

"Excellent two days. Very stimulating and thought provoking." D. Barker - Suffolk County Council

Project Management

An effective project leader succeeds by developing the team and applying various tools and disciplines that suit the team and the project.

This course is designed to equip delegates with the knowledge, skills and confidence to enable them to manage projects successfully. The programme will cover both the techniques (planning, handling risk) and the personal skills (influence, communication) necessary for a successful outcome.

Who will benefit: Managers and project leaders who are accountable for the successful management and completion of projects on time and within budget.

Duration: 1 day or 2 days (depending on your needs)

By the end of the course delegates will be able to...

- establish the project definition, objectives and specifications
- see the importance of a structure for projects and the essential steps to successful planning
- use proven tools and techniques to ensure your project meets the objectives
- appreciate how computers can be a useful aid
- work with the essential dimensions of leading a project team
- understand the project leader's role in the organisation
- clearly communicate in different situations, in order to negotiate, motivate and inspire their team
- understand the roles in a team and obtain commitment from members
- control the project and manage changing requirements.

Project Planning

"Failing to plan is planning to fail." Anon.

Are you or your staff part of a project team and have some responsibility for producing plans and controlling projects?

Would you or your team members benefit from learning how to initiate, plan and control a project?

If so, our course will show you how to define and deliver on key success criteria. The programme will cover the techniques necessary for a successful outcome, by giving due consideration to the business and people involved in the project.

Who will benefit: Anyone responsible for completing projects on time and within budget.

Duration: 1 day or 2 days (depending on your needs)

By the end of the course delegates will be able to...

- understanding the importance and fundamental uses of a project plan
- establish the project definition, objectives and specifications
- apply a structure for projects and the essential steps to successful planning
- carry out risk analysis
- develop meaningful estimates
- monitor and control the project
- use proven tools and techniques to ensure your project meets the objectives on time and within the budget.

"I've just received the evaluations from your course and subsequently spoken to their manager. He said your session has done wonders for the delegates' confidence. We certainly plan to utilise your services in the future."
R. Lucas - Chelmsford Borough Council

Selecting the Best People

"We usually see only the things we are looking for, so much that we sometimes see them where they are not." Eric Hoffer

The vicious circle of losing, replacing, training and losing again is costly, demotivating and time-consuming. Is it simply bad luck or can we minimise the risks?

Learn how to prepare job descriptions, person profiles and suitable questions to assess the applicant, how to conduct an interview and get the best from the applicant without offending the individual or the equal opportunities legislation.

Who will benefit: For supervisors and managers involved in selecting and interviewing staff.

Duration: 1 day

By the end of the course delegates will be able to...

- understand the importance of job descriptions and person specifications when selecting people
- prepare for an interview by defining the job and drawing up a person profile
- use screening to reduce the number of interviews
- structure an interview
- get the best from the candidate with a variety of questioning techniques
- appreciate what questions that should NOT be asked
- interview confidently and positively.

Report Writing

This report writing course is designed to assist managers and professional staff within an organisation to produce reports that are clear, concise and effective by adopting a systematic approach.

You may have an excellent idea or proposal, but unless you can effectively communicate it in a report, you could fail to capture the interest and enthusiasm of the reader. We will show you how to write effectively and persuasively by using the correct language and structure.

Delegates are issued with a workbook covering all aspects of the course. It is full of ideas, tips and practical examples on how to write a report.

Through a combination of theory and exercises, participants will develop their writing skills to enable appropriate structure and present material that is easy to read and understand.

Who will benefit: Anyone who has to produce reports to help others make decisions.

Duration: 1 day.

Content:

Advantages and Disadvantages of writing in business

- Is it to get a message across clearly and provide a permanent record?
- Can you be certain the reader has understood it?

The Purpose and Style of Management Reports

- Regular reports and project reports
- Interim and final reports
- Internal and external reports.

Writing the Business Report

- Planning and preparation
- Structure and sequence
- The language and writing style
- Grammar
- Punctuation
- Bullet points and lists
- Checking and revising
- Use of appendices.

Presentation of the Report

- Layout Use of tables and figures
- Appendices
- Achieving impact on a limited budget
- Distribution.

"An enjoyable day with good instruction and constructive criticism. Now I know what a report should consist of and how to get the point across without waffling."

S. Robinson - Ipswich Town Football Club

"An excellent tutor and a very enjoyable course. The use of tautology and active rather than passive words was most useful. I will also make better use of sentence structure in my reports."

R. Adams - British Nuclear Group

Sales Management

Our sales manager training course addresses the following skills in managing a sales team:

- What makes a good sales manager?
- How do I improve my people skills without compromising my sales skills?
- How do I sell more through my team without getting overly involved in the detail?

Typically, when a salesperson is given management responsibilities for the first time, they carry on selling and the team performance suffers as a result. The limitation is caused by a shortage of training in how to handle a sales team. They fail to stand back and take the 'big picture' view. They don't set winning strategies and are disorganised in their handling of targets, sales areas and operations – these can lead to huge losses in the team's sales performance.

Our sales management training course covers the methods and techniques needed to manage a sales team – for first time managers or as a refresher for existing managers.

Delegates will learn that managing a successful sales team requires more skills than being a stand-alone successful salesperson.

Our techniques enable sales managers to review their own performance, to peer review performance across the group and to be reviewed by an experienced professional tutor, covering:

- How am I seen as a manager? A personal 'holding up of mirrors'
- What are the keys to a successful sales team operation?
- What techniques am I missing in my management 'tool kit'
- What steps do I need to take to boost my team's performance.

Delegates will develop insights into their own strengths and areas for development and coached to develop strategies to manage both.

Who will benefit: Any sales manager (team leader, area manager, market sector manager etc.)

Duration: 2 days

By the end of the Sales Management course you will be able to...

- identify your own management style
- identify your strengths and weaknesses
- plan to improve your management style and techniques
- work on your sales planning and strategy skills
- enable your team to sell more!

Sales Presentations

Our sales presentation training course addresses your sales presentation abilities and aims to send you back into your selling environment with some new methods of engaging attention and winning contracts

Often, salespeople go out with only the corporate PowerPoint for support and limited on-the-job training. Delivering a winning sales presentation is becoming a critical success factor – clients expect a slick presentation (your competitors deliver it, why don't you?) and they can be blinded to the technical excellence of your offer by poor presentations.

Our sales presentation training introduces some powerful new techniques for giving your presentations some extra 'zing'. Delegates will learn how to capture an audience, hold its attention and engage at a personal level.

Our techniques enable salespeople to deliver memorable and highly differentiated presentations – with or without PowerPoint to:

- create a powerful story
- communicating with an audience
- be the one presentation that day which they remember
- make a lasting impact through your presentation skills.

Delegates will develop insights into their own strengths and areas for development and coached to develop strategies to sell with confidence.

Who will benefit: Any sales staff, from junior to senior (including Director level).

Duration: 1 day

By the end of the course delegates will be able to...

- present powerful ideas
- capture an audiences attention and hold it
- stand out from the crowd
- be memorable and have impact
- sell more!

"All the sales techniques can be directly applied to the job and the presentation skills also enhance confidence, promote logical and creative thinking."

F. Halston - John Catt Educational Ltd

Sales Training

Our sales training UK course addresses the individual's skills in selling - What makes a good salesperson? How do I improve my sales skills? How do I sell more?

Often, the limitation on our ability to sell is within ourselves; we fail to capitalise on opportunities, we don't follow up leads, we are disorganised in our processes - these can lead to huge losses in sales performance.

Our sales training course covers the methods and techniques needed to deliver improved sales performance. Delegates will learn that most selling is about building quality personal relationships, about rapport, about opportunity and about organisation.

Our techniques enable salespeople to review their own performance, to peer review performance across the group and to be reviewed by an experienced professional tutor, covering;

- How do I come across? A personal holding up of mirrors
- How do I create rapport, confidence, trust?
- What techniques am I missing in my sales tool kit?
- What steps do I need to take to boost my performance?

Delegates will develop insights into their own strengths and weaknesses and be coached to develop best sales skills and practices.

Who will benefit: Any sales manager (team leader, area manager, market sector manager etc.)

Duration: 2 days

By the end of the Sales Training course you will be able to...

- identify your own sales style
- identify your strengths and weaknesses
- plan to improve your sales style and techniques
- work on your personal presentation
- sell more!

Telephone Sales

Our phone selling training course addresses the individual's skills in commercial use of the telephone - both inbound and outbound calls.

The course addresses the basic concepts of phone selling, call management and planning and the personal styles of communication needed to use it effectively.

Our course on phone sales training covers the methods and techniques needed to deliver improved sales performance, especially for companies who need to take orders by telephone or to make outbound calls to prospective clients. Delegates will learn to use the telephone more naturally, with confidence and with a clear purpose in mind.

Delegates will develop insights into their strengths and areas for development. They will be coached to develop strategies to manage both.

Who will benefit: Any member of staff who is responsible for handling company telephone enquiries or orders, or for a company's telesales of products or services.

Duration: 1 day

By the end of the course delegates will be able to...

- use the phone effectively for both inbound and outbound calls
- feel confident in planning and managing calls
- develop a rapport with a customer
- assess the customer's needs relative to the company's services or products
- make an offer and deal with any negative responses
- identify areas for further skills training.

"An excellent course, a lot to learn in just two days, but I gained many new ideas from the course content. I will make particular use of presenting myself and the product on the telephone and face-to-face."

M. Ridley - John Catt Educational Ltd

"I just wanted to provide feedback from those who attended the Telephone Techniques course with Mike Sullivan at DPAS yesterday."

'Extremely relevant, will be taking a lot back to my role'

'The most useful part of the course for me was the role play'

'Excellent rounded + entertaining, Mike was very good, kept it light & informative'

'Excellent very interactive, time whizzed by'

'I think my telephone tone will improve, and I now feel confident taking a sales enquiry if needed to'

'I will now consider impact of my tone and verbal expressions'

Overall everyone was extremely positive, and walked away more confident in taking a sales enquiry including techniques to listen carefully and to use open questions. I think before the training some were a little worried to how relevant the training would be to them, however they all advised that many aspects were very relevant to their everyday role, even if they do not respond to many direct sales enquires."

L. Colebourn - DPAS

Self-Defence Techniques

“Anyone can become angry, that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way – that is not easy.”

Aristotle – The Nichomachean Ethics

We often hear about ways of preventing your house being burgled but seldom hear about preventing yourself from being attacked. It is a fact that the chances of being attacked are increasing and you can considerably reduce your chances by doing and saying the right things.

Our black belt martial arts instructors have also instructed police officers in self-defence. They have selected some simple yet effective techniques that don't need months of training.

Salespeople, estate agents, planning officers, social workers, benefit officers and others who have to meet people on their own are particularly vulnerable. There are a number of safety measures they can take, which together with the confidence they will gain on this course, will help reduce the risks.

Who will benefit: All staff, particularly those who are vulnerable to attack.

Duration: 1 day

By the end of the course delegates will be able to...

- demonstrate attack prevention measures
- make good use of body language and display assertive behaviour
- know what to do if confronted by an attacker
- understand the law on assaults and offensive weapons
- use crime prevention measures to protect your property
- demonstrate simple, yet effective self-defence techniques.

“Very, very interesting. Well explained and I left feeling positive.”

H. Bowyer - BP

“The trainer was interesting and engaging. All the course was useful with a good balance of practical work and discussion. I feel much more confident about being able to deal with confrontational situations.”

C. Pearn - University College of Creative Arts

Self-Defence For Women

“Men are not against you: they are merely for themselves.”

Gene Fowler

This course is similar to the self-defence course, but has been specially arranged for behaviour against women.

Did you know that women who have attended a good self-defence course are twice as likely to prevent themselves being raped?

Women do not have to put up with men making unwelcome remarks or unnecessary physical contact. You can take action to stop it.

This course provides you with knowledge, confidence and ability to deal with difficult situations at home, work or walking and travelling.

Who will benefit: Women who feel vulnerable to attack.

Duration: 1 day

By the end of the course delegates will be able to...

- deal with sexist behaviour
- cope with unwelcome remarks, innuendo or jokes
- use crime prevention measures to protect your property
- gain advice for estate agents, salespeople, and others on their own
- deal with the person who starts flirting with you
- know why men rape and the affects of rape and sexual offences on women.

Stress

“It doesn't matter how far you have gone on the wrong road, you can always turn back.” Anon.

Many people like to think that they don't 'suffer' from stress. For them to admit to it is like saying 'I cannot cope', and this gives impressions of weakness and failure. Others may think of stress as just the modern excuse for getting off work. We may try to convince ourselves and those around us, that things are fine; when in fact they are not.

The fact is, that at some stage during our lives, we experience varying levels of stress - and most people experience a high-level at some time. If you are responsible for staff, you will need to be aware that they may be facing many new experiences and challenges.

The true and total costs of stress are impossible to quantify. Though from an organisational view, it would be useful to know how much it is costing the business, as this may well prompt action to improve the situation where necessary.

The CBI estimated the cost at £3.7 billion with 91 million days lost as a result of “mental ill health”. In a survey of their members, the CBI estimated that a third of all sick leave was related to the effects of stress, anxiety and depression.

A tribunal awarded £170,00 compensation to a person who was dismissed because of work related stress. Whatever the true costs of stress, they are too high!

Stress itself is not necessarily a problem, it is normal and even useful! When adrenaline is pumping around your body and 'all systems are go' you often feel as if you can take on the world. It can help you to reach a peak in performance. As a manager this is clearly important - they need to be peaking in performance at various times, often for extended periods.

Delegates on this course say they wish they had attended earlier in their career. It provides a better understanding of stress and counselling, enabling delegates to develop skills to recognise and effectively deal with stress.

Who will benefit: All staff, although managers could attend separately.

Duration: 1 day

By the end of the course delegates will be able to...

- recognise the signs of stress?
- understand the causes of stress
- be aware of what stress does to people
- identify the key sources of stress and the effects of stress in the workplace
- find ways of handling your stress and help others to handle theirs
- make changes to your behaviour and practices at work and home
- take coping strategies back to the workplace.

*“The course was excellently presented and interest was held for entire course for all participants.”
S. Smith - Suffolk Coastal District Council*

Supervisory Skills

"The difference between ideas and results is a good leader." Anon.

A supervisor or team leader provides the link between management and the workforce. Sometimes this means that they feel they are being pulled in all sorts of different directions.

Our supervisory management skill course covers all the important areas a supervisor has to cope with. Through exercises, case studies, practical examples and clear guidelines we will develop the necessary skills and knowledge to achieve results through the effective supervision of staff.

Objectives of the Programme

1. To provide supervisors with the necessary knowledge, skills and behaviours to increase their effectiveness in their current roles.
2. To equip supervisors with the managerial skills necessary for them to adapt to changing demands in the future.
3. To improve succession planning by providing a structured development program which will enable supervisors to fulfil their potential within the company.

Who will benefit: First line managers, supervisors or team leaders.

Duration: 1 to 5 days depending on delegates needs.

By the end of the course delegates will be able to...

- understand the role of a supervisor
- set meaningful action plans
- use assertive skills
- undertake appraisals and counselling
- communicate effectively
- deal with difficult people
- display leadership skills
- delegate effectively
- show improved time management
- motivate a team to maximum potential
- use problem solving techniques
- help team members reach their full potential
- use problem solving techniques
- help team members reach their full potential
- return to work with increased confidence and clarity.

"The trainer had an interesting method in getting the points across. A relaxed atmosphere. I will particularly make use of the skills in giving feedback." L. Witter - Ipswich Town Football Club

"A very good course, I need more courses like this. I gained lots of information by interesting teaching methods." G. Sivalingam - French Croissant Company

"Mick was very good, clear and to the point. All aspects of the course will be useful in everyday work environment." N. Columbus - Contship Containerlines

Telephone Techniques

"You never get a second chance to make a first impression." Anon.

The telephone is an important tool that provides the means by which business is delivered to your door. However the telephone enquiry is an opportunity, not a guarantee of business.

It is amazing how quickly we form an impression about a person or company when our telephone call is answered.

Customers who are treated well will call again and bring you more business and most calls could be handled better if staff are taught to see things from the customer's perspective.

This course will enable staff to develop techniques to ensure they make the most of each opportunity available from every enquiry.

It is relatively easy to bring about substantial improvements by using the techniques taught on this course.

Delegates find the workbook they complete on the course an invaluable tool. It is also an excellent reference to use in the workplace.

Who will benefit: All telephone users who could affect the reputation of your organisation.

Duration: 1 day

By the end of the course delegates will be able to...

- project a professional image
- build rapport
- understand the needs of customers
- use the principles of good telephone technique
- make appropriate handovers and re-route calls
- use questions and summarising skills without antagonising the caller
- show effective listening skills
- take and relay accurate messages
- create the right impression
- control the call
- use recovery strategies and how to turn a complaint into a happy customer
- gain confidence in dealing with a wide variety of telephone calls
- show personal commitment to quality and service.

"I learnt a lot about responding to different callers. The seminar kept me interested all the time with PowerPoint presentations and discussions. The workbook covered everything I wanted to know."

P. Hetherington - David Smith St Ives Ltd.

"The course was educational and fun at the same time. Everything was very clear with good explanations."

G. Nantais - Nash Matthews.

"I enjoyed the course. The tutor was very nice and made everything interesting. I will definitely be more assertive when transferring calls through to people who don't want to take them. I will also not let my mood transmit to the person calling - if I am having a bad day."

C. Creighton - Northern Ireland Office.

Time Management

"Time is the most valuable thing a person can spend."

Diogenes Laertius

Time is measured in hours and minutes, but not all hours and minutes are the same length. The number of expressions in daily use that describe time's ability to pass quickly, slowly, or stand still, testifies well to how capricious it can be. The phenomenon is immutable; those who ignore it invariably come off worst; the only option is to understand it better.

This course has been designed to introduce staff to the skills and abilities required to manage their time better and help prevent time's extraordinary ability to slip away.

"If you haven't got the time to get it right the first time, how will you have the time to do it again?"

Who will benefit: Anyone needing to balance their workloads and gain more control of time.

Duration: 1 day

By the end of the course delegates will be able to...

Identify Time Stealers

If you have to deal with any of the following you could have your time stolen from you:

Paperwork	Meetings	Delegation	Perfectionism
Procrastination	Reading	Telephone	Visitors

Preventing crime is better than a cure, but how? These and other areas are covered.

Prioritise

Unlike money, time cannot be borrowed to tide you over a bad patch. We need to prioritise our work to prevent the routine becoming a priority. An understanding of the Pareto Principle will help.

Plan

Identify long-term and short-term goals and implement plans.

"It is not possible to hold the day. It is possible to lose it."

From the face of a sundial 1695

"Very engaging - kept my interest throughout"

P. Gore - Suffolk Coastal Council

Training and Developing People

"Give me a fish and I will eat today. Teach me to fish and I will eat forever."

Anon.

A manager should do as much training as any trainer. If you were taught by lectures it is likely that your management style reflects this. Getting your staff to find their own answers will result in them understanding and remembering what they have learnt. Facilitation skills also help you get more from your staff, another useful tool for your toolkit.

Who will benefit: Supervisors and junior managers.

Duration: 1 day

By the end of the course delegates will be able to...

- understand how we learn
- develop reflective practice
- identify training aims and objectives
- practice facilitation skills
- make best use of body language, listening and oral communication
- apply the skills of giving feedback
- set meaningful action plans.

Our Consultants

Mick Miles N.Dip.M PGCE FBAPT MCIM

Mick has over thirty years experience in various training and management roles.

Numerous training courses, studies and practical experience have enabled him to qualify as a tutor and facilitator in personal development and management issues.

He is a Member of the Chartered Institute of Management, a Home Office Trainer of Trainers and a City and Guilds NVQ Assessor. He also holds a Management Diploma and a Postgraduate Certificate of Education by the University of East Anglia.



Training with Dr. Richard Bandler and Dr. John Grinder (the creators of Neuro Linguistic Programming (NLP)), Michael Breen (a leading expert and master trainer in NLP) and Paul McKenna (the world's best known hypnotist), has qualified Mick as a practitioner of NLP. Delegates on all the courses that Mick delivers appreciate the benefits of this. He also gives one-to-one help for personal development or overcoming phobias.

Mick is one of the few tutors to have studied communication skills combined with the behaviour of people, and put these skills into practice by interviewing violent offenders (including rapists and murderers). Witnesses and victims of such offenders require delicate handling and Mick works with police officers and prison staff in defence tactics, and interpersonal skills. He is an acknowledged expert in dealing with people from all walks of life and undertakes work as an adviser to the Treasury Solicitor on training.

Extensive training in team building enabled him to confidently lead teams in demanding situations in this country and abroad. Licensed by Belbin Associates to use Interplace 5.2 for Windows, he is able to provide team role profiles and job suitability details.

As a senior manager he has considerable experience in both project and people management. He was also responsible for recruiting and developing staff at the Suffolk police headquarters.

Working in organisations that were functioning within limited budgets and decreasing staffing levels, Mick identified the need to do things differently. He developed his NLP skills by studying creative and lateral thinking and applied these skills to efficiently deliver an improved service. These creative and lateral thinking skills now form an integral part of his courses.

Since 1996 Mick has been the director of team building and management training with Elite Training. The company is built around the philosophy of developing:

- "outside the box" approaches to organisational issues; and
- innovative training processes.

His experience and creative thinking skills have enabled him to design and deliver numerous core skills and management courses for large organisations.

You may have heard Mick on the radio or read about him in the press. He is often asked to give his opinion on the topics he teaches.

Our Consultants

John Hughes BA ACA

John has over 25 years experience as a chartered accountant and project manager.

Working with International multicultural teams has enabled him to specialise in building and motivating teams to deliver projects - especially in difficult circumstances.

His career has tracked some of the major trends of the last 20 years.

He project managed the implementation of computer systems for the following:

- A global system in the oil business
- DTI during the move to commercial style accounting
- John Birt's reworking of the BBC
- Norwich Union post merger
- The electricity privatisation
- The National Lottery
- The Government of Croatia
- The United Nations.



John has worked with the following organisations as a project manager or accountant:

BBC	London Electricity	Norwich Union
Coopers and Lybrand	Ministry of Finance Croatia	Oracle Corporation
Department of Culture Media & Sport	Macmillan	PriceWaterhouseCoopers
Department of Trade and Industry	National Grid Company	Royal Bank of Scotland
Ernst and Young	New Opportunities Fund	Willis Corroon
Food & Agriculture Org. of the UN	NHS	

In addition to his consultancy work, John also provides training courses on:

- Letter and report writing
- Finance in business
- Project Management.

Our Consultants

Ann Youngs MA Dip Ed

Ann's early career was in secondary education, from where she moved into a number of senior management posts in an educational publishing company, Nelson UK.

She later developed a role as a Director of the corporate university of The Thomson Corporation with specific responsibility for Europe and Asia.

Ann's experience and expertise include developing leadership competencies and personal effectiveness in individuals as well as working with leaders to help them facilitate change effectively in their organisations. Believing that leaders can only be truly effective when they understand themselves and their impact on others and this philosophy underpins the work she does.

Working with Thomson over many years has afforded her many opportunities to work with a diverse range of cultures, which has added to the breadth and depth her understanding of the attitudes, values and skills required to operate in a global environment.



Her Accreditations include

The Forum Corporation:

- Face to Face Selling Skills
- Strategic Selling Skills
- Sales Leadership
- Practical Leadership
- Organisational Leadership
- PMIS
- Achieving Service Excellence
- Understanding Service Excellence

Global Integration

- Remote and Virtual Teams
- Skills for the Matrix Environment

Corporate Lifecycles Inc.

- Pathway to Prime Facilitator training
- Pathway to Prime Strategy and Structure sessions
- Diagnostic workshop facilitation

Wilson Learning:

- High Performance Team Workshop
- Leading in a High Performance Team Environment

Leadership Research Institute

- Situational Leadership

Franklin Covey:

- What Matters Most

Achieve Global:

- Leadership for Results
- Tools for Performance Leaders

Leadership Research Institute

- Remote and Virtual Teams
- Skills for the Matrix Environment

Career Systems International:

- Career Power
- Career Power for Coaches

Ann facilitates many courses for individual and corporate development and is qualified to use the following tools:

- SDI - Strength Deployment Inventory®
- MBTI - Myers-Briggs Type Indicator ®
- Belbin - Team Role Profiles

Our Consultants

Mike Sullivan BA PGCE Dip Marketing

Mike has 16 years experience in Sales and Marketing management, including a significant time with ICI and Philips. He advises companies as diverse as GlaxoSmithKline, Sun Microsystems and Civica as well as supporting entrepreneurs at the earlier stages of their development.

With a background which covers many aspects of business including Systems Design, Process Analysis and HR projects, Mike is able to rapidly form an holistic view of complex business issues. He has the practical experience to address these with insight and innovation.



He focuses on helping marketing teams and sales personnel understand the dynamics of their relationship with clients at both the strategic level (which clients, which products, which markets?) and the interpersonal levels, delivering team building, networking and customer relationship skills.

As an in-house consultant for many companies, his main activities include:

Advising companies on all aspects of client relationship management and development, including client research;

- Advising and coaching bid teams and Senior Management competing for major tenders;
- Writing and producing proposals and written submissions;
- Coaching for presentation skills and for winning new business;
- Advising on targeting strategies and approaches, including research and analysis techniques for business development.

He provides coaching and advice on the following topic areas:

- Developing effective marketing plans
- Creating client-centred communications
- Managing client relationships, partner relationships and staff relationship
- Winning bids for new business
- Integrating sales plans and marketing activity
- Developing marketing teams.

Our Consultants

Résumé of Rachel Whitfield Bsc

Rachel is an enthusiastic manager with 15 years experience gained in Training, Coaching, Recruitment and HR.

She is CIPD Qualified and an NLP Practitioner (currently studying for her Master Practitioner).

She is also qualified in the delivery of Strength Deployment Inventory and Level A/B psychometrics (including 15PF+, 16 FQ, Jung Type Indicator) which she uses regularly within her work.

Rachel has been invited to judge at both the 2009 National Training Awards and 2009 National Sales Awards and is member of the Association of Coaching.



Rachel has worked globally designing and delivering development programmes for organisations such as GE Capital, Barclays, Lloyds TSB, HMRC, BBC TV Licensing, Somerfield, MetLife, Kuehne and Nagel.

Her last position included a six month stint in South Africa setting up of a sales training consultancy business.

Rachel has been described by both clients and delegates as incredibly passionate and committed, with a focus on gaining real and tangible results. She has firsthand experience of the subjects she trains, which adds to the credibility and effectiveness of her work.

These are some of the many courses Rachel delivers:

- Coaching
- Conflict Management
- Creative Problem Solving
- Customer Care
- HR for non HR managers
- Influencing skills
- Interviewing
- Management Development
- Negotiation
- Presentation Skills
- Sales skills
- Skills Performance Management
- Telephone Techniques
- Time Management
- Train the Trainer

Our Consultants

Michael Pepper MSc MA (Law) MA Chartered FCIPD

Michael is highly qualified and experienced in all aspects of Human Resources (HR) with particular emphasis on strategic planning, employment law and change management.

His qualifications include an MSc in Strategic Management from Bristol University and MA in Employment Law from Leicester University. He also has diplomas in Strategic HR from Harvard and Stanford Business Schools.

During 30 years service as a Human Resources professional, he worked in both the public and private sectors at a local and national level; helping professionals develop to their highest potential.



As a Human Resources consultant Michael runs training courses and delivers a consultancy service for all employment issues.

He can advise on strategic issues and prepare a policy for you, or audit an existing policy to ensure that it conforms to current law. You can benefit from his advice and guidance on your current policies and problems.

His roles include:

Strategic HR Advisor to the Home Office; Director of HR for a Police Force and Head of Workforce Strategy for the National Policing Improvement Agency

Director of Human Resources function for major organisations employing many thousands of staff

HR Lead for major organisational change programmes at both national and regional levels.

Michael is involved in all the major service areas including outplacement consulting, executive team building, executive selection and a broad range of other organisational development activities. Because of his experience, executives at the highest levels seek him out to help with their most personal and professional issues.

He is also sought out by executives for his insight on career planning; his expertise in helping executive teams perform more productively and to turn around problem managers.

These are some of the many courses Michael facilitates:

- Appraisal Skills
- Diversity and Equal Opportunities
- Employment Law
- Selecting Staff
- Quality Customer Service
- Change Management
- Career Planning
- Executive Team Building

Our Consultants

Résumé of Sarah Dawrant BA CPCC

Sarah brings professionalism, flexibility, and positivity to her coaching and workshops.

She is a certified coach and experienced trainer who has completed over 350 one-on-one coaching sessions with clients around the world and has trained groups on a wide variety of professional communication and personal development courses. Prior to coaching, Sarah's background included marketing, public relations, and speech writing.

Sarah believes increased awareness and effective communication are central to professional success. If you understand the impact you are having on your colleagues, clients, and audience members and then use tools to improve and adjust how you interact with them, success will follow naturally.

Her astute ability to sense participants' needs leads her to adjust programmes or training styles as required. Sarah's style is refreshing: making training fun is one of her priorities. Participants who work with her leave with new skills, useful tools, and improved confidence, which have translated directly into significant performance improvements.



Sarah runs courses on topics including:

- Assertive communication
- Career change
- Identifying and capitalizing on your team members natural strengths
- Public speaking
- Better presentations
- Facilitation skills
- Coaching skills for managers
- Influencing skills
- Improved communication skills for work
- Team building and cohesion
- Speech or presentation writing

Sarah provides coaching in the areas including:

- Improving confidence and assertiveness for women in the corporate world
- Identifying and building new career paths
- Self leadership
- Identifying and capitalizing on your innate strengths for improved performance and increased satisfaction

Our Consultants

Steve Holton BSc MBA

Steve has 30 years experience in managing manufacturing and high-tech operations, ranging from large corporates to SMEs. He has a track record of improving efficiencies, processes, taking out costs and building strong teams within manufacturing, and has an inspirational and hands-on management style.

He worked at Director level for three years in the public sector, for The East of England Development Agency. He also worked as CEO running a high technology manufacturing and consulting company, from start-up to £4m turnover.

Having experience in starting up enterprises, Steve has wide knowledge of the needs of an SME in terms of sales and marketing, legal, financial, HR, operations and corporate governance.



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Steve has been instrumental in taking companies from the embryonic stages through to development and business growth. Steve has a wealth of experience in exploring funding options from banks, UK Government Schemes, the European Union, private individuals and VC funding.

He is internationally experienced having worked as a consultant on Operations in France, The Netherlands and Germany as well as the UK.

He is able to assist your management team by looking ways to increase revenue and reduce costs, assessing where the greatest added-value takes place, and will challenge you to review alternative tactics for non-core operations. He is a strong advocate of financial accountability, team building and process improvement and uses a consultative style to find solutions and change cultures

Steve holds a BSc in chemistry from University College London, and an MBA in business strategy from The Open University Business School.

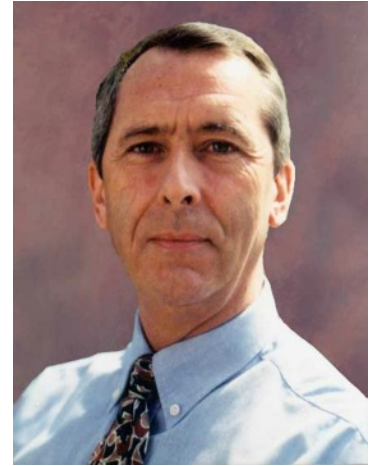
Our Consultants

Stuart Skinner FCMA FCCA

Stuart has over 30 years experience in accountancy, finance and management at board level.

He has a vast experience from small independent companies to major international groups - such as Olivetti. His experience covers everything from the day-to-day running of companies to mergers, acquisitions and the sale of companies.

Formally qualified as a Fellow of the Chartered Institute of Management Accountants and a Fellow of the Association of Chartered Certified Accountants; Stuart is well placed to undertake assignments, financial health checks and project work.



He can assist your company in achieving its goals, via training courses or directly working with your own management team.

Stuart can advise and formulate your strategic plans whether they may be for expansion, contraction, cost cutting or preparing for a sale or acquisition.

Finance for the Non Financial Manager is now an important area of training for many companies. Stuart will tailor a suitable course for this essential information to be imparted to your employees. Your company will benefit from greater efficiency and your employees will gain greater job satisfaction.

Stuart's experience and training plan has developed from the theory that all companies must have a plan of action, and the financial plan is the key to success. However all plans must be filtered down to all employees both within and outside the financial departments.

Why choose Elite Training?

You can trust Elite Training to deliver a high quality training course, tailored to meet your needs, objectives and time scales. Here are just some of the benefits we can offer:

- Flexibility - you choose the content, delivery mode, date(s), time(s) and duration of each training course.
- Proven methodology - participants learn quickly by participating rather than listening (for example, see our Business Games which we use as part of the course).
- Expertise - our trainers have high level, up-to-date, practical experience in their specialist fields.
- Cost effectiveness - we travel to you, saving you valuable time and travelling costs.
- Confidence - we guarantee you will enjoy the training and see the benefits for the participants and your organisation.

*"If you desire a one year return on your investment,
grow corn.*

*If you desire a lifetime investment,
grow people."*

Carlos Cervantes

Quality In-House Courses for Personal Development



"The course was a lot better than I expected. I would recommend it to others. Really opened my eyes to things I had not even thought about. The trainer was excellent. Very approachable, friendly and knowledgeable on the subject."

J. Dean

Chartered Institute for Public Finance and Accountancy



"I have found Mr Miles extremely professional, insightful in his approach and flexible in terms of tailoring course content to meet the needs of both the organisation and the individual delegates"

K. Coupe - Ipswich Borough Council

For further information please contact:

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