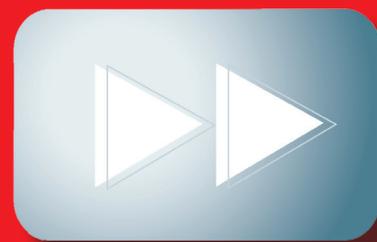


READY?



LEARNING BITES CURRICULUM





A C C E L E R A T I N G S U C C E S S

Welcome to Cegos Learning Bites Curriculum

Concept:

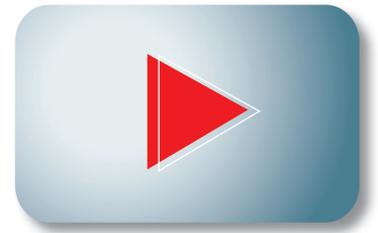
Today's fast paced business environment, where productivity and accountability remain key, continues to present a number of challenges. How can training in essential business skills be accommodated in the working day with minimum disruption ensuring the focus remains on core day to day activities?

That's where Cegos Learning Bites come in. Designed to introduce a new training topic and stimulate thought and awareness of best practice or as a refresher that supports previous training, each two hour instructor-led session can be easily accommodated over breakfast, lunch or indeed anytime that best suits your organisation's needs.

Key benefits include:

- ▶ High impact learning taking a fraction of the time and costs associated with traditional training methods
- ▶ The opportunity to try out new skills with the added bonus of built-in processes that ensure that newly acquired skills are applied effectively in the workplace
- ▶ A fast and effective way to refresh skills learnt in longer-term development programmes without taking too much time out of the business

GO!



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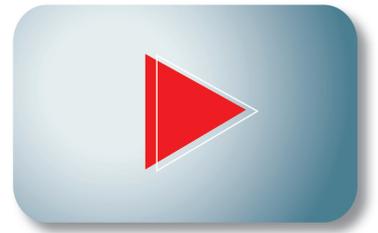
Delivery

Delivery:

Cegos offers a wide curriculum of Learning Bites as a standalone or blended solution and has a long track record of working in partnership with organisations to design the perfect learning mix at the right time.

- ▶ Cegos Learning Bites are designed for a group of up to 15 people.
- ▶ Delegates receive a short workbook for use during the programme and reference afterwards, which also include recommendations for suggested further reading.
- ▶ Cegos e-learning modules can be readily blended with Cegos Learning Bites.

GO!



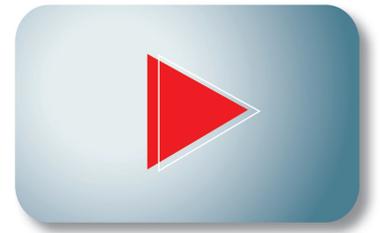
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Change

Change is constant and its successful implementation depends on both the quality of the change project and its level of acceptance. Whether leading change from a managerial position, or experiencing change from the individual level, it is important to understand the key elements that will make the process go more smoothly.

The objectives of this bite are to help participants:

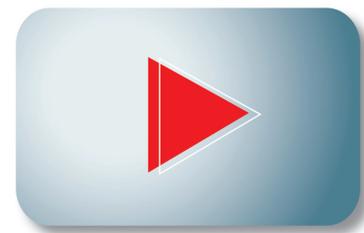
- ▶ Appreciate the reasons why change needs to be managed carefully
- ▶ Understand some of the basic features of good change
- ▶ Understand and recognise emotional responses to change
- ▶ Create a compelling vision of the future to inspire others

We consider the role of communication in ensuring change is understood and accepted and review the range of different responses we might expect during the change process and how we might get or offer support during this experience. We look at core skills and behaviours that help to achieve a successful change implementation.

Available e-learning modules to create a blended learning programme for delegates

- M080 Managing change: identifying your profile
- M081 Managing change: creating a vision of the future

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“
If we don't change, we don't grow. If we don't grow, we aren't really living.”
Gail Sheehy

Coaching

Analysis of top performing coaches shows that they all follow a simple structure and sound, universal principles for each coaching intervention. Supporting this structure are key skills that ensure that coachee experiences a dialogue that fully engages them and offers them the opportunity to identify and take ownership for their own goals, options and solutions.

The objectives of this bite are to help participants:

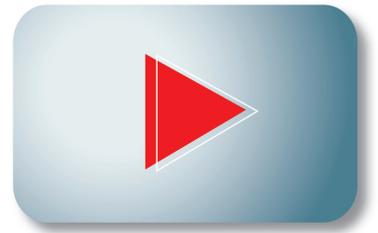
- ▶ To understand what coaching is and what its benefits are.
- ▶ To learn a recognised framework to help them coach.
- ▶ To learn how to give feedback well and ask good questions.
- ▶ To practise skills in a safe environment.

We use the GROW model to provide a structure for the coaching process and its conversations and review. Feedback models such as AID and BOOST. Participants have the opportunity to practise the key communication skills of questioning and listening to raise coachee self-awareness and generate ownership and responsibility.

Available e-learning modules to create a blended learning programme for delegates

- M152 Becoming a manager/coach
- M151 Guiding team and individual actions

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“ Selecting the right person for the right job is the largest part of coaching. ”
Phil Crosby

Collaboration

With organisations moving more and more from the traditional hierarchical structure to a more fluid matrix-based approach, the ability to influence stakeholders and work with others outside of the business unit is becoming a core skill of the project manager. The achievement of an individual's goals and targets requires the co-operation and collaboration of many different contributors and managing this network and the diversity within it, requires the manager to demonstrate flexibility and dexterity to secure the requisite support.

The objectives of this bite are to help participants:

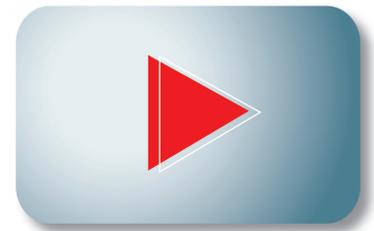
- ▶ Build awareness of their approach to encouraging collaboration with others
- ▶ Create a co-operative culture through the principle of reciprocity
- ▶ Manage adversity and confrontation

Using Eric Berne's Parent-Child and Life Positions models, participants consider how their own attitude and approach influences other's motivations to collaborate with them. We review the principle of reciprocity in stimulation co-operation and apply the six elements of a co-operative attitude. Finally, to help overcome obstacles and opposition, we discuss the sources and stages of conflict and the actions an individual can take to recognise and address them.

Available e-learning modules to create a blended learning programme for delegates

- M084 Triggering the dynamics for change
- M154 Building win-win relationships with your team

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“ I enjoy being given a certain amount of freedom in order to interpret or to come up with stuff, but I do enjoy collaboration. I seek and thrive on projects where I am going to learn from the people I'm working with. ”

William Kempe



Creative thinking

Creativity comes more naturally to some people than others, however too often those less gifted are quick to label themselves as 'not the creative type', in so doing, stifling their creative potential. With the right environment and stimuli, everyone has the capability to develop new and innovative ideas.

The objectives of this bite are to help participants:

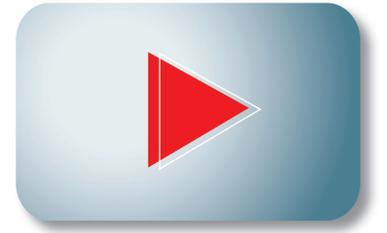
- ▶ Create an appropriate environment and context for encouraging creativity
- ▶ Understand the key limiting beliefs and behaviours that stifle creativity
- ▶ Better appreciate the process by which 'new' ideas come about
- ▶ Apply different tools and techniques to stimulate new ideas

We review the conditions and attitudes that can make for a creative or a 'creaticidal' environment and discuss the thinking habits that can encourage or stifle creative thought processes. Participants explore the dual roles of hard and soft thinking (ie rational and conceptual) in developing new ideas and practise a series of techniques, such as Brainstorming, Random Images and Words, Idea Incubation and de Bono's Thinking Hats to generate and evaluate ideas.

Available e-learning modules to create a blended learning programme for delegates

- M175 The five secrets of creative minds
- M176 Improve your team's creativity

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“ Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn't really do it, they just saw something. It seemed obvious to them after a while. That's because they were able to connect experiences they've had and synthesize new things. ”
Steve Jobs

Emotional intelligence

We all have Emotional Intelligence – it is often taken for granted that our way of being / reacting and emoting is established, part of who are and unlikely to change significantly. Training in EI borrows from psychology and strong research and gives the delegate an opportunity to make behavioural adjustments based on insights both minor and profound. EI as a subject within organisations has emerged as increasingly relevant when related to team working, leadership and personal effectiveness.

The objectives of this bite are to help participants:

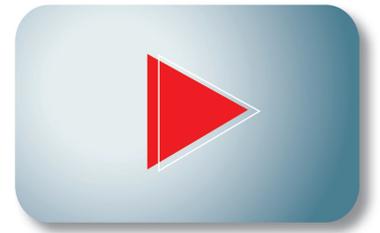
- ▶ To explore the business case for using emotions intelligently in business
- ▶ To begin to understand and demonstrate the main components of Emotional Intelligence in business
- ▶ To use an emotional competence framework
- ▶ To reflect on how to recognise and appreciate self-expression in others

We consider left and right brain in relationship to EQ, IQ and EQ differences and review the motivational value system, as distinct from attitudes and behaviours. We explore the filters used to interpret what we see, hear and feel, and review the skills required for managing ourselves – self awareness, self regulation, motivation, social competence, empathy and social skills. Participants have the opportunity to practise the key communication skills of questioning and listening to raise coachee self-awareness and generate ownership and responsibility.

Available e-learning modules to create a blended learning programme for delegates

- M008 Emotional intelligence fundamentals
- M194 Controlling your emotions

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“ But once you are in that field, emotional intelligence emerges as a much stronger predictor of who will be most successful, because it is how we handle ourselves in our relationships that determines how well we do once we are in a given job. ”
Daniel Goleman

Effective meetings

Too often, internal business meetings are unproductive, unstructured and take up far too much time out of the working day. By having vague goals and unclear expectations of attendees, progress is often slow and painful and participants can be left wondering what value a meeting has added to their day.

The objectives of this bite are to help participants:

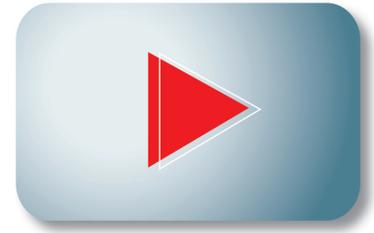
- ▶ Set meeting attendees' expectations through appropriate preparation
- ▶ Structure, conduct and control meetings to ensure objectives are met and time is not wasted
- ▶ Handle difficult situations or behaviour to ensure a productive environment for the meeting
- ▶ Ensure appropriate outcomes and action steps are agreed and implemented at the end of a meeting
- ▶ Improve the efficiency and effectiveness of their meetings

We use PEPSA (Purpose, End Products, Standards and Agenda) to help participants prepare themselves and their attendees for a productive and efficient meeting. They practice setting the tone at the start of the meeting, assigning roles and keeping the meeting on track, and closing the meeting in an action-oriented manner. Difficult challenges addressed include late attendees, interruptions, non-participation, conflict and common meeting disruptors.

Available e-learning modules to create a blended learning programme for delegates

- M048 Writing minutes
- M015 Knowing yourself better to communicate better

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“ But once you are in that field, emotional intelligence emerges as a much stronger predictor of who will be most successful, because it is how we handle ourselves in our relationships that determines how well we do once we are in a given job. ”
Daniel Goleman

Effective report writing

Poorly structured or overly verbose reports can greatly detract from the importance of the message they try to convey. An informative, impactful and productive report will provide the reader with clarity on the salient points and understanding of the action or response required from them.

The objectives of this bite are to help participants:

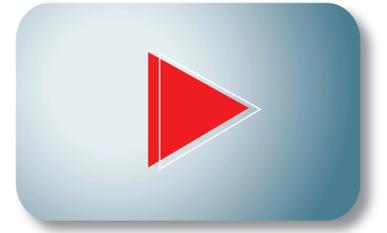
- ▶ Specify the purpose (objective) of their report
- ▶ State their Terms of Reference
- ▶ Organise their material logically
- ▶ Write so their material is clear and readable
- ▶ Edit their reports successfully

After reviewing the preparation steps necessary before putting pen to paper (considering the report objective and the needs of the target audience), we break the elements of the report down into clearly segmented elements, to highlight best practice, covering Executive Summary, Terms of Reference, Introduction, Main Body, Conclusions, Recommendations and Summary. We also review presentation, format and communication style for maximum impact.

Available e-learning modules to create a blended learning programme for delegates

- M058 Writing quickly and effectively
- M055 Error-free writing

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“ Language is not simply a reporting device for experience but a defining framework for it. ”
Benjamin Whorf

Face to Face skills

The way we behave depends on how we learned to cope with life at an early age – and most of us will admit that our reactions are not always appropriate or effective. People who are confident, in control and able to relate to others openly and honestly in the spirit of co-operation enhance their personal effectiveness through assertive behaviour

The objectives of this bite are to help participants:

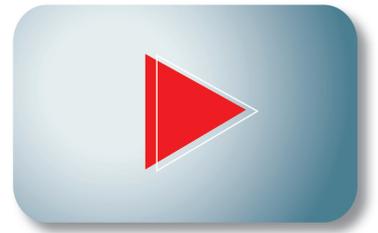
- ▶ To review assertiveness and other essentials for effective Face to Face skills
- ▶ Discuss a framework for Face to Face skills
- ▶ Reflect upon first impressions and body language
- ▶ Practise a difficult interaction

We consider the attitudes underpinning our ability to behave effectively and the skills required to build relationships and communicate with impact.

Available e-learning modules to create a blended learning programme for delegates

- M015 Knowing yourself better to communicate better
- M016 Three routes to good communication

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“ There is no substitute for face-to-face reporting and research. ”
Thomas Friedman

Facilitation

Group activities require strong leadership and facilitation, whether its for chairing a team meeting, managing an idea-generating session or enabling important decisions to be made. The facilitator aims to engage all participants, stimulate involvement and contribution, and manage group dynamics to ensure the time spent is productive and maintains a sense of progress towards a mutually acceptable outcome.

The objectives of this bite are to help participants:

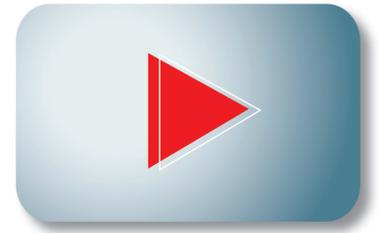
- ▶ To understand the role of the facilitator
- ▶ To learn a facilitation process
- ▶ To reflect upon some of the tools and techniques which support the process
- ▶ To discuss effective behaviours
- ▶ To provide an opportunity to practise some of these processes and skills

We review a structure process for approaching and handling a facilitation event and discuss the impact of Tuckman's model of Group Development on the group's dynamic. We consider a variety of facilitation tools including SWOT, Brain Storming, Criteria Weighting; and the communication and conflict management skills required of an effective facilitator.

Available e-learning modules to create a blended learning programme for delegates

- M032 Adult learning mechanisms
- M030 Facilitating a training session

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“ Go to the people. Learn from them. Live with them. Start with what they know. Build with what they have. The best of leaders when the job is done, when the task is accomplished, the people will say we have done it ourselves. ”
Lao Tzu

Influencing without authority

People at all levels and in all functions need to influence others – be it colleagues, seniors, staff, customers, suppliers or external bodies. The ability to influence without bullying, threatening, trading, pleading or buying-off requires subtle persuasion which leaves personal dignity intact, while achieving its goal.

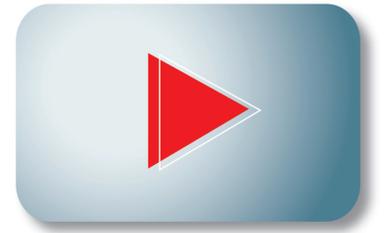
The objectives of this bite are to help participants:

- ▶ To understand the role of power, its sources and how people use it skilfully to achieve their goals
- ▶ To discuss Political challenges using the approach of the skilled politician
- ▶ To practise influencing with authority. We consider the relationship triangle and its impact on the objectives being pursued

Available e-learning modules to create a blended learning programme for delegates

- M017 Three essential levers for building a winning co-operation
- M135 The art of persuading through listening

GO!



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“
The key to successful leadership today is influence, not authority.
”
Kenneth Blanchard

Leading with impact

Just like a product being taken to market, leaders need to develop and promote a brand image and identity which is appealing and readily understood by their target audience. A clearly identifiable and unified brand can help to build confidence, focus, reputation and respect from reports, peers and senior management..

The objectives of this bite are to help participants:

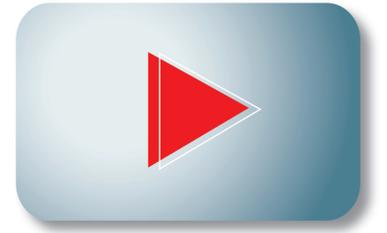
- ▶ Appreciate the value and role of a strong leadership brand in their personal and career development
- ▶ Develop the core elements which comprise a leadership brand
- ▶ Apply the skills of respectful challenge
- ▶ Apply appropriate methods and tools to deliver high impact communication

We look at the skills and behaviours which are necessary to develop a strong leadership identity and then to interact with others in an impactful and engaging manner. Shaping a leadership brand requires participants to have a good understanding of their personal values and principles, personality, and emotional and practical strengths. Participants are encouraged to consider these, before shaping them into a concise central organising thought. We review core communication techniques for presenting this message for lasting impact and for presenting views and differences of opinion with confidence and respect.

Available e-learning modules to create a blended learning programme for delegates

- M159 Leadership best practice
- M162 Personal impact and charisma in leaders

GO!



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“

The very essence of leadership is that you have to have a vision. It's got to be a vision you articulate clearly and forcefully on every occasion. You can't blow a weak trumpet.

”

Theodore Hesburgh



Motivation

Motivation is key to a drive for success – in ourselves, our colleagues, our organisation. Ideas about human motivation provide a general picture which is a useful foundation on which to build effective influencing skills - but each individual, situation and relationship is unique and managers need to understand their important role in motivating themselves and their diverse teams.

The objectives of this bite are to help participants:

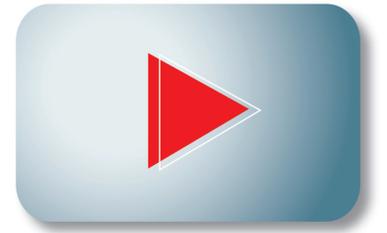
- ▶ To agree what motivation is and how it impacts us, our colleagues and the organisation
- ▶ To review some core motivation theories
- ▶ To discuss what part does 'pay' play in our motivation
- ▶ To understand motivation in a goal culture
- ▶ To review the relevance of 'The One Minute Manager'

We spend time defining what motivation is, participants' experience of it and the factors that motivate them. We review and discuss the central concepts of motivation – Adair's Action Centred Leadership; McGregor's X&Y Theory; Maslow's Hierarchy; Herzberg's Hygiene Factors. Participants are asked to consider the relevance of the different theories and tools, and their practical application to their own accountability for motivating themselves and others.

Available e-learning modules to create a blended learning programme for delegates

- M142 Fostering and maintaining motivation
- M028 Maintaining your self-esteem

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“

The only way of finding the limits of the possible is by going beyond them into the impossible.

”

Arthur C. Clarke



Negotiation

Negotiating and influencing are critical elements of anyone's skill set to achieve success in the modern organisation. From competing for scarce internal resource and influencing team members or colleagues, through to securing win-win outcomes with suppliers and stakeholders, we are all required to think and plan our approaches more strategically.

The objectives of this bite are to help participants:

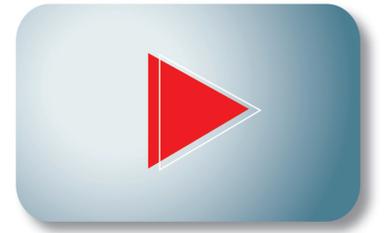
- ▶ To prepare for negotiation situations using effective planning tools
- ▶ To understand the role their behaviour plays in achieving successful outcomes
- ▶ To withstand tactics and challenges from their negotiating counterpart
- ▶ To maintain balance and control, and direct the discussions

We review the Cegos 5 Golden Rules for Negotiating and, using example negotiating scenarios for practice and demonstration, work towards an ultimate final negotiation to test the skills learned.

Available e-learning modules to create a blended learning programme for delegates

- M111 Preparing commercial negotiations
- M113 Commercial negotiations: coping with the pitfalls

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“
During a negotiation, it would be wise not to take anything personally. If you leave personalities out of it, you will be able to see opportunities more objectively.”
Brian Koslow

Networking

Networking enables colleagues to share ideas, expertise and insights about topics they care deeply about. Over time, networking can lead to the development of close personal relationships based on mutual support and these relationships can contribute to colleagues' thinking and development and enhance the collective knowledge of their organisations.

The objectives of this bite are to help participants:

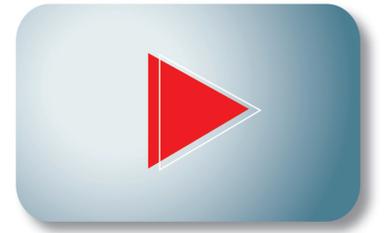
- ▶ To review what networking is and isn't.
- ▶ To discuss why you should develop your network.
- ▶ To learn tools to help identify and grown your network.
- ▶ To start to develop your networking brand.

We discuss approaches to building your network, including identifying your existing network, strengthening existing ties, identifying suitable occasions for networking, being open to new contacts and monitoring your network over time. We use tools such as the Networking Bullseye and the Mutual Benefits Map to help with this, and challenge participants to consider their personal brand and how they relate to others, thus stimulating a higher level of self-awareness to help them build the relationships that matter.

Available e-learning modules to create a blended learning programme for delegates

- M007 Improving communication by adapting to others
- M191 Developing your emotional conscience

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“

It isn't just what you know, and it isn't just who you know. It's actually who you know, who knows you, and what you do for a living.

”

Bob Burg

Positive first impressions

When meeting new contacts, whether they are colleagues in a new working environment, or potential partners or clients at an industry networking event, your first impression is key. How you feel approaching such situations will affect your behaviour, which will in turn communicate much more about you to your new contacts than you realise. By planning for and taking control of such situations you can better ensure you stand out from the crowd, for all the right reasons.

The objectives of this bite are to help participants:

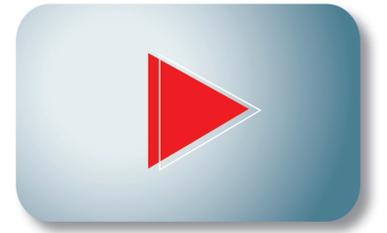
- ▶ To build a greater awareness of the types of situations where first impressions are made
- ▶ To apply practical techniques for projecting confidence and engaging others positively
- ▶ To have identified clear action steps that will help participants better prepare for first encounters

By focusing on the key themes of confidence, capability and knowledge, we review and practise useful tips and techniques to help create a lasting, positive impression on others, including controlling your body language, managing your internal dialogue, practising your elevator pitch and engaging others.

Available e-learning modules to create a blended learning programme for delegates

- M011 Assertiveness: know your profile
- M014 Developing an interpersonal communication strategy

GO!



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“

Sometimes one creates a dynamic impression by saying something, and sometimes one creates as significant an impression by remaining silent. ”

Dalai Lama

Problem solving

We face all manner of problems in our working lives, from day-to-day issues and obstacles that stop us achieving our working goals, to unexpected roadblocks in long term strategic projects. Having a structured approach to tackling these problems that everyone can engage in and contribute to, is half the solution.

The objectives of this bite are to help participants:

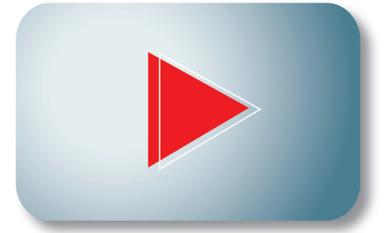
- ▶ To understand and apply a problem solving process
- ▶ To appreciate the role of problem-solving in the Continuous Improvement process
- ▶ To build the support and engagement of teams and stakeholders in making decisions

We use a case study throughout the duration of the bite, which helps participants to walk through the different stages of the problem-solving process of Defining and Analysing the problem; Identifying and selecting appropriate solutions; Implementing and then Evaluating the chosen solution. Tools studied include Cause and Effect Fishbone approach; Ideas Funnel; Forcefield analysis; Criteria Rating, Process Flowcharts, Gantt Charts.

Available e-learning modules to create a blended learning programme for delegates

- M018 Problem-solving: tools and methods
- M153 Effective decision making

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“

If you do not ask the right questions, you do not get the right answers. A question asked in the right way often points to its own answer. Asking questions is the A-B-C of diagnosis. Only the inquiring mind solves problems.”

Edward Hodnett

Strategic thinking

Strategic thinking is no longer a once a year task performed as part of the annual strategic planning process. More than ever, today's leaders require the ability to execute tactically, as well as work and think strategically. At all levels, strategic thinking has become necessary for both short and long-term success. The key lies not just in individual skills, but also in the ability to engage others in the ongoing strategic process.

The objectives of this bite are to help participants:

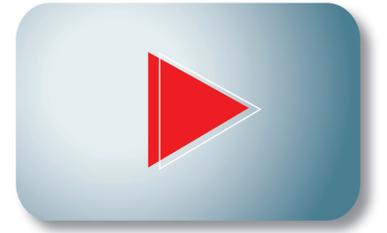
- ▶ To develop an understanding of strategy and its importance
- ▶ To develop understanding of the key elements of strategic thinking
- ▶ To review some useful strategic thinking tools
- ▶ And perhaps – to kick-start a new strategic process for your team, for your department, or, if you wish, for yourself.

We review the key elements of the strategic framework and process within the context of understanding what we are aiming for and where we are starting from. We explore different methods for analysis and planning and support participants in applying the insights straight away.

Available e-learning modules to create a blended learning programme for delegates

- M042 The SWOT analysis
- M077 Strategic vision and activity management

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“

If you are planning for one year, grow rice. If you are planning for 20 years grow trees. If you are planning for centuries, grow men.

”

Chinese Proverb



Team building

Teamwork is key for delivering organisational and project goals. Without good collaboration, communication and individuals' understanding of the role they play within the wider team, work groups will at best muddle through and at worst, collapse into chaos and conflict.

The objectives of this bite are to help participants:

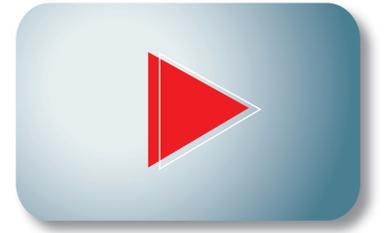
- ▶ Understand the characteristics of a high performing team
- ▶ Develop co-operation rules for project or team work
- ▶ Build a common culture among the group

Using a selection of team challenges, we discuss critical success factors for successful groupwork. We use Tuckman's team development stages to understand the impact on behaviour and leadership styles over time, and discuss Belbin's team roles to understand the requirements for a well-rounded team. Finally we look at the subject of team culture and working practices to identify actions that can be taken to enhance group dynamics and performance.

Available e-learning modules to create a blended learning programme for delegates

- M151 Guiding team and individual actions
- M156 Handling emotions within your team

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“ Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work. ”

Vince Lombardi

Time management

Time management has been in existence for a long time, but the term creates a false impression because time cannot be managed: we can only manage ourselves and our use of time. So time management is actually self-management, and all time management skills can be learned.

The objectives of this bite are to help participants:

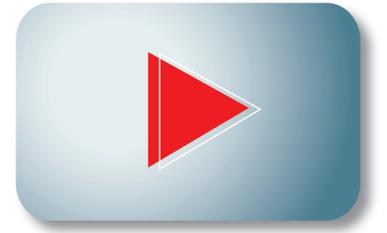
- ▶ To review their time management challenges
- ▶ To consider how the Fourth Dimension can help them manage themselves and their time
- ▶ To review good and bad practice
- ▶ To review a time management framework
- ▶ To review how to be an effective AND efficient time manager
- ▶ To experience having to make some time management decisions through an exercise.

We consider the Fourth Dimension of time management – time creation and discuss the difference between efficiency and effectiveness when it comes to managing workloads. We review how to prioritise your tasks and delegate effectively where appropriate. We also review tips and skills for managing stakeholder expectations and dealing with interruptions and distractions.

Available e-learning modules to create a blended learning programme for delegates

- M061 Focusing on your priorities
- M062 The twelve guidelines of effective time management

GO!



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“
Time is free, but it's priceless.
You can't own it, but you can
use it. You can't keep it, but
you can spend it.
Once you've lost it you can
never get it back.”
Harvey MacKay

Work-Life balance

When life is out of balance, its not just the individual that suffers the consequences, but loved ones, colleagues and the organisation also. While the individual struggles with stress, physical exhaustion and the guilt connected to neglecting other areas of their life, personal relationships are put under strain and productivity and effectiveness is reduced. Approaches to improving work-life balance which focus purely on time management techniques fall far short of tackling the underlying causes.

The objectives of this bite are to help participants:

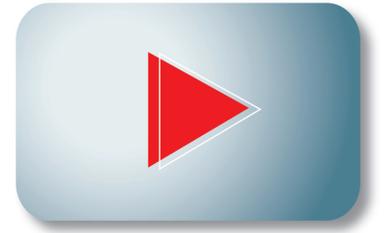
- ▶ Appreciate the business case for striking the right work-life balance
- ▶ Step back and review all the different elements of their life in relation with each other
- ▶ Understand the root causes that lead to poor balance
- ▶ Set goals and create action plans for redressing the balance
- ▶ Practice protecting their commitments to change

Using the coaching tool The Life Web, participants review their satisfaction with the different areas of their life and consider what their preferred balance looks like to them. They are encouraged to examine and challenge the personal drivers that lead them to make the choices they do. Reviewing key assertiveness principles, participants build confidence in sharing and protecting their new rules for life. Finally we discuss motivational triggers to help maintain intent when the going gets tough.

Available e-learning modules to create a blended learning programme for delegates

- M171 Staying healthy
- M224 Strategic time management

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“

If A is a success in life, then A equals x plus y plus z. Work is x; y is play; and z is keeping your mouth shut.

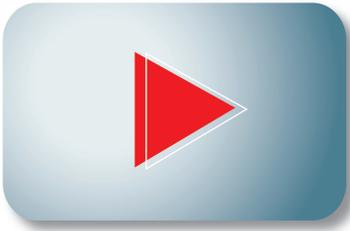
”

Albert Einstein



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