

“

**Success**  
comes from  
**knowing** that you did  
your **best** to become  
the **best** that  
you <sup>are</sup> capable of  
**becoming.** ”

- John Wooden

**PSM**

Developing People



Open Course Brochure 2010



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*Please consider your environmental responsibility before printing this brochure.*

# Introduction

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## ■ PSM

PSM works with its clients to help them unleash the limitless potential of their people. We offer a diverse menu of development services including In house training & development, Executive Coaching, EQi Assessment, Training Needs Analysis, and Mediation. We also offer 2-day public training programmes which are open to all.

Our 2-day Open Courses address specific development areas and skills. They can be very effective and economical for our clients when the area of development is clearly identified, and when the number of people requiring training is low.

## ■ PSM Open Courses

We offer open courses in three main areas: Managing Ourselves, Managing Others and the Interactions In Between. Our 2-day training courses address in a most unique and practical way the challenging subjects personal development such as Leadership, Communication, Stress Elimination and others.

All of our courses are presented in an interactive, workshop style. We encourage minimum note taking and maximum participation. Our clients are always surprised by how much they remember when they just stop taking notes!

Our training has a significant and long lasting effect on behaviour – it delivers results.

All of PSM's open courses take place at Bewleys Hotel, Ballsbridge, Dublin.

Our courses can be tailored to suit your needs and can be presented In House.

For more details please consult our website: [www.psm.ie](http://www.psm.ie)

## ■ Our Trainers

Our trainers are sincerely interested in and committed to the PSM philosophy.

PSM trainers are practitioners of what they are presenting. You cannot present a PSM workshop or training programme unless you are working with the material yourself.

We are masters at creating an environment which is non-threatening and non-exposing; an environment which encourages the full participation of the participants, making it very easy for them to speak freely, without fear or embarrassment of any kind.

# Our Method

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## ■ How We do It

PSM uses a method in its training inspired by Socratic dialectic. We call it the 'questioning method'. It is based on the principle that all learning is recollection, and thus the idea is to 'draw out' knowledge rather than 'put it in'.

Dialectic revolves around asking open questions that challenge us. It pulls the rug from under our fixed ideas and notions about every subject, and allows us to think in a new and fresh way. Because we are being asked questions all the time we get engaged in the discussion. This really drives us and motivates us to continue working with the subject.

Many of our course participants have said that they just can't forget our training. The reason is simple: you cannot forget what you have discovered yourself.

The difference with using this method of dialectic is that it allows each person to come to the answers themselves. This results in real learning, lasting change, and many unforgettable penny-dropping moments for our clients!

## ■ Characteristics of the Dialectic method

- Questions drive the discussion.
- Produces an interactive and engaging workshop style.
- Encourages self responsibility and self reliance.
- Results in a non-threatening, non-exposing environment.
- Participation is at the will of the participant, nothing is enforced.
- Lets people come to the answers themselves.
- People take ownership for the outcomes of the discussions, and therefore it creates a very high degree of motivation and interest in the training.
- Underlying attitudes and ideas are drawn out and highlighted.
- Creates possibility for a shift in thinking.

For more information on PSM's approach and diverse development services, please consult our website: <http://www.psm.ie/developing-people.asp>

# Managing Ourselves

Stress Elimination & Building Resilience

Time Management & Personal Effectiveness

Real Assertiveness & Influence

True Leadership

Discovering Vision & Realising Goals

# Stress Elimination & Building Resilience

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## ■ About the Course

Total freedom from stress while being fully engaged and involved in busy daily activities is possible.

Without stress you will waste less time, perform better, be happier and live life to the full.

Eliminating stress allows our chief attributes and talents to flourish. This means that you will become more effective, efficient and successful in all areas of your life.

This is the only training and development course of its kind on stress. It is different. It may surprise you, but we will show you that stress is not an inevitable part of life.

We will examine the true causes of stress so that you can discover how to eliminate them. Your perception of stress will be transformed ensuring that how you respond to it in the future will never be the same again. We will give you practical directions and exercises to assist you which are natural, easy to remember and apply.

This is a challenging course where the ordinary view of stress is turned on its head.

We don't claim that you won't ever experience stress again. What we do claim is the following:

- 1) There will be a hell of a difference in your life once you understand the true causes of stress. Participants tell us this over and over again.
- 2) If you are willing to work at it, you can eliminate stress from your life. It is not the events of life that will change, but your responses to these events. After this course, you will have the capacity to be totally and completely stress free in these responses.

# Stress Elimination & Building Resilience

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## ■ Who should attend?

Everyone.

## ■ Course Content

- What is Stress?
- How stress is created?
- Dissolving some of the myths about stress
- Awareness and developing presence
- The Angle of Misery - How to close it and enjoy the freedom
- The destructive power of negative feelings
- Increasing energy levels during the day - How?
- Attention - its effect on creativity and productivity
- How to be calm, confident and free from stress while fully engaged in activity
- Being yourself: Keeping an internal scorecard only
- Practical directions and exercises

## ■ The Benefits

Having completed this course, you will:

- Understand stress from a completely different angle
- Discover that the possibility of a stress free life is real
- Feel equipped, empowered, and motivated to put the course content into practice.

## ■ Course Dates in 2010

| March                             | June                                | September                           | December                          |
|-----------------------------------|-------------------------------------|-------------------------------------|-----------------------------------|
| 2 <sup>nd</sup> & 3 <sup>rd</sup> | 15 <sup>th</sup> & 16 <sup>th</sup> | 14 <sup>th</sup> & 15 <sup>th</sup> | 1 <sup>st</sup> & 2 <sup>nd</sup> |

# Time Management & Personal Effectiveness

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## ■ About the Course

In today's challenging climate we need to do more with less. We need to eliminate ineffective work habits and increase our levels of efficiency and personal effectiveness. Once we discover how to crack this challenging area we become more efficient, happier, successful and ultimately more satisfied with our work. So what is the key to effective time management? How can we ensure that we are investing our time in the right areas at the right moment on a daily basis?

Warren buffet has two rules when it comes to investment:

**“Rule No.1:** Never lose money. **Rule No.2:** Never forget rule No.1.”

If we apply these to how we invest our time, we would get the following:

Rule No.1: Never lose **time**. Rule No.2: Never forget rule No.1.

What if we really bit the bullet and looked at time management as an investor would look at a portfolio of businesses? Imagine we took all of our time and gave it to a wise investor. It's our guess that if we did this, we would quickly see the activities in our lives which were not giving us an acceptable return on our investment. Our investor would easily be able to recommend that we drop these activities and invest our time elsewhere.

Moreover, we couldn't just do this in one area of our lives. We couldn't merely ensure that our investment of time while at the office was sound, while our investment of time in our personal lives was corrupt. People who are truly effective at managing time are not only more effective and successful in the workplace, but in all areas of their lives.

So we need to look at the big picture. We need to look at time management as how we manage and organise our lives, not just as how we manage the tasks in one area of our lives.

So what prevents us from doing the right thing at the right time? We all have diaries and tools that organise and facilitate time management for us, so what's the problem? The problem is, if you give a disorganised person a diary, you don't make them better at time management; you just make them a disorganised person with a diary! To manage time, we have to be able to manage ourselves.

During this course you will learn simple techniques that will break old habits, overcome procrastination and improve both memory and concentration. You will address the subject of multi-tasking and identify time wasting activities that stop you from realising your full potential. Discover the key to knowing what the priority is at any given moment so that you will never again be stuck in a situation not knowing what to do or where to start.

Overcome ineffective work habits, improve your efficiency, effectiveness and job satisfaction and learn how to excel in this area once and for all. You have better things to be doing with your time!

# Time Management & Personal Effectiveness

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## ■ Who should attend?

Everyone.

## ■ Course Content

- What does it mean to 'manage time'? What time can we manage?
- Can we manage time if we cannot manage ourselves?
- What prevents us from doing things at the right time?
- How can we overcome fear and procrastination?
- Identifying and addressing habitual time wasters
- Raising awareness and responding to needs
- How do emotions affect our use of time?
- Effective delegation
- How to finish tasks - the 30/80 rule
- How to increase energy levels throughout the day
- Efficient use of time and job satisfaction
- De-cluttering the mind and staying focused
- Attention and its effect on efficiency and memory
- Knowing if and when to say 'No'
- Practical directions and exercises for ongoing development

## ■ The Benefits

Having completed this course, you will:

- Understand what time management really involves
- Know how to increase and maintain your energy and focus
- Be equipped to manage your time with clarity and efficiency
- Have greater satisfaction and less stress in your work
- Understand the habitual causes of ineffective work practices
- Be more focused and positive
- Increase your personal effectiveness
- Know how to prioritise tasks

## ■ Course Dates in 2010

| January                             | July                                | October                             |
|-------------------------------------|-------------------------------------|-------------------------------------|
| 20 <sup>th</sup> & 21 <sup>st</sup> | 21 <sup>st</sup> & 22 <sup>nd</sup> | 12 <sup>th</sup> & 13 <sup>th</sup> |

# Real Assertiveness & Influence

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## ■ About the Course

The term 'assertive' is used in a contradictory way to both complement and criticise. This is unfortunate and is due to a misunderstanding of what true assertiveness is.

Real assertiveness is more a way of “being with” people rather than a “doing to” them. Essentially, assertiveness is about not being afraid to fully be ourselves. An assertive person is true to themselves. They express themselves fearlessly and reasonably. They are able to make a contribution when they believe it is the right thing to do. Assertiveness is not about speaking for the sake of it. The reference point for true assertiveness is the answer to the question: Who are you speaking for? The truly assertive person speaks in the interest of the whole and not in their own self interest.

Assertiveness and influence draw from each other. They are not the same, but a lot of the time, one makes use of the other in order to strengthen its power and effect.

Three questions that are rarely asked about influence are:

- 1) What are the influencers?  
There are only two fundamental influencers: Reason and Love. The challenge is how to bring both of these into our exchanges with people. Consider anyone who has ever influenced you, say a past teacher. Why did that teacher have such an influence on you? If they had a positive influence you will find that attributes of love and reason were present. If they had a negative influence, you will find that attributes of love and reason were absent.
- 2) Can you fake influence?  
No, it won't work. It has to be the real thing or it won't have any lasting effect. And if the influence is negative, its defects will be found out sooner or later by the influenced person and they will eventually shake it off. Only positive influence endures and wins out at the end of the day.
- 3) What is the relation between influence and assertiveness?  
A truly assertive person is more reasonable, more open, more truthful, and more genuine. A person who is assertive will then be in a better position to influence people.

This course will equip you with an unshakeable understanding of what it means to be assertive and to influence. You will be ready to speak up when you need to, express yourself with confidence and remain consistent regardless of the audience.

# Real Assertiveness & Influence

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## ■ Who should attend?

Suitable for all, particularly those seeking to raise their confidence and ability to communicate with greater freedom in all circumstances. Team builders, negotiators, managers and others who need to improve their skills to influence others and bring about change

## ■ Course Content

- What is assertiveness? – broadening our understanding
- The qualities and attributes of true assertiveness
- Awareness and overcoming habitual patterns of behaviour
- How to develop greater presence and composure
- Cultivating an open and fearless response to people and events
- Speaking with clarity and without fear
- What does it mean to have real freedom of speech in all circumstances?
- Eliminating self-consciousness and self-limiting ideas
- What is the link between assertiveness and influence?
- What are the real influencers?
- Understanding the true art of persuasion
- Developing questioning skills
- Listening and knowing when to stop talking
- Lending power and authority through speech
- Self-control – how to steady our emotions
- Overcoming intimidation
- Practical exercises and directions for ongoing development

## ■ The Benefits

Having completed this course, you will:

- Understand what true assertiveness involves
- Have greater clarity and confidence in meeting challenging people and events
- Be able to remain fully yourself and be able to face what you previously feared
- Be able to overcome self-limiting ideas
- Have greater skills and power to influence
- Know how to create trust and encourage others
- Know how to create a readiness in others to respond positively and willingly

## ■ Course Dates in 2010

| February                          | May                                 | August                              | Novemebr                          |
|-----------------------------------|-------------------------------------|-------------------------------------|-----------------------------------|
| 2 <sup>nd</sup> & 3 <sup>rd</sup> | 18 <sup>th</sup> & 19 <sup>th</sup> | 17 <sup>th</sup> & 18 <sup>th</sup> | 2 <sup>nd</sup> & 3 <sup>rd</sup> |

# True Leadership

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## ■ About the Course

It's not our job titles, wealth, or status that shapes our leadership. It's our self-knowledge, it's knowing what we stand for and it's ultimately our commitment to one important goal: to use our skills, talents, energy and knowledge to serve others. A true leader is known for their integrity, credibility and vision. But more than anything else, they are known for their service. If you think about anyone today who we hail as a real leader, they have each performed a great service to others, and this is the key. True leaders do things for others, not for themselves. This is why people follow them! And this is not just our opinion, this is a fact exemplified by the lives and actions of all great leaders.

A true leader has a genuine interest in serving the people they are leading. Their teams and organisations benefit from their leadership. They make decisions based on what is in the best interest of all. They promote collaboration, trust and empathy. Their vision is universal and includes everyone. Their objective is to enhance the growth of the people around them. They are respected and listened to. They inspire others and their ideas spread.

As Martin Luther King alluded to, each of us has the potential to lead because each of us has the ability to serve. But it's not easy. Adversity and obstacles are a part of every leader's path. The need is to equip ourselves with the necessary tools and understanding in order to overcome these. How? Well we must get clear on a few fundamentals if we are going to be able to face the challenges ahead. We need to be resilient; we need to know who we are, what we believe and where we intend on leading people.

This course deals with the principles, qualities and attributes of true and great leadership. Not all leadership styles are the same, but the essence of true leadership is constant. We will dive into the question of what leadership really is and will encourage you to reflect on your own individual leadership style. You will discover the importance of vision and learn how to cultivate the vital qualities and skills needed to successfully lead people. We will look at how to remove the obstacles to effective leadership, how to make decisions and how to communicate without fear.

You will gain greater confidence in your own ability to be a strong, effective, inspirational leader whom others will willingly follow.

# True Leadership

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## ■ Who should attend?

People who are genuinely interested in developing themselves as leaders

## ■ Course Content

- What is leadership?
- Are leaders born or made?
- Exploring the enduring principles that govern leadership.
- What is the link between service and leadership?
- The challenge of realising people's full potential.
- The need for self-awareness and discipline.
- Leadership and vision – what guides you?
- What is it that motivates and inspires you?
- How to cultivate the leadership qualities.
- How do you need to be as a leader?
- Removing the obstacles to effective leadership.
- Essential communication tools for fearless leadership.
- Decision-making for leaders.
- Practical exercises and directions for ongoing development

## ■ The Benefits

Having completed this course, you will:

- Know what the essence of great leadership is and the principles that govern it
- Understand the importance of vision in leading people
- Have greater confidence in your ability to lead and motivate others
- Clearly see the areas of your leadership style that you need to develop
- Have practical guidelines for cultivating great leadership qualities, attributes and skills
- Be more aware of yourself as a leader and how you need to be in different situations

## ■ Course Dates in 2010

|                                     |                                     |
|-------------------------------------|-------------------------------------|
| <b>April</b>                        | <b>September</b>                    |
| 13 <sup>th</sup> & 14 <sup>th</sup> | 28 <sup>th</sup> & 29 <sup>th</sup> |

# Discovering Vision & Realising Goals

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## ■ About the Course

If you cannot follow, then you cannot lead.

Vision is about what you **follow**. Think about it, the greatest leaders of our time are also the greatest followers. They were, and are, all following something. That something is vision. Take the vision out of Mandela and you are left with a man who was in prison for 27 years. Take the vision out of Ghandi and you are left with an ordinary man and his stick. But these men had a profound impact on the world. Vision is what **distinguished** them. How? Well vision **transforms** people, it keeps them going, it guides them and ensures they don't buckle under adversity.

Vision is practical, useful, and in our view, **indispensable**. If you are setting off on a journey somewhere, it is useful to know what and where your final destination is. All the decisions you take regarding what mode of transport you will use, what time frame you will need to set yourself, and what things you need to bring with you, will all be guided and based upon what that final destination is. Similarly, vision can be seen as the ultimate destination in the journey of your life or career, and in the same way, it can inform and guide all the decisions you make along the way. You see, vision is relevant to the present and this is why it is so important. It is not some distant, far off thing in the future. It has a real impact on what you are doing today, and what you are doing today has a real impact on whether or not your vision will be achieved.

What vision are you following right now? What goals do you need to set in order to achieve it?

This practical course will get you exploring the subject of vision and goal setting in a very challenging and real way. It is based on the proposition that we each have a vision **waiting** to be discovered and followed. You may or may not discover your vision during these two days, in our experience most people need a few months. What you will do is begin this process, become clear on what exactly vision is, feel confident about finding it and know how to use it.

You will learn how to reconnect with your vision and allow it to **practically** guide your plans and the real achievement of your goals. You will be encouraged to explore your chief attributes and talents as well as their application. This programme is practical, revealing and has a profound impact on participants.

If you want to develop yourself as a leader, you'd better get clear about what it is that you yourself are following.

What leads you, people will not follow.

What you follow, will lead others.

# Discovering Vision & Realising Goals

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## ■ Who should attend?

People in positions of leadership; People who are interested in discovering the vision for their career or life; All those who have attended the PSM Leadership course.

## ■ Course Content

- What is vision and how can it be developed?
- Is vision limited to a select few?
- Understanding the significant difference between vision and ambition
- Exploring false ideas about vision
- Where is vision held? What does vision do?
- Characteristics of the great visionary and the dreamer.
- What vision is guiding your career or business or life now?
- What is the relationship between vision and goals?
- The link between vision and energy
- Vision and overcoming adversity
- Setting and achieving goals
- How do we proceed? – With or without vision?
- Discovering your chief attribute
- Practical exercises and directions

## ■ The Benefits

Having completed this course, you will:

- Appreciate the vital importance of vision in leadership and life
- Begin the discovery of your personal vision for your own career or life
- Become more aware of your chief attributes and how they can be utilised
- Understand how to use 'vision' as a resource for decision making and direction
- Be able to clarify and set achievable goals

## ■ Course Dates in 2010

|                                     |                                     |
|-------------------------------------|-------------------------------------|
| <b>June</b>                         | <b>November</b>                     |
| 28 <sup>th</sup> & 29 <sup>th</sup> | 15 <sup>th</sup> & 16 <sup>th</sup> |

# Managing Others

Managing People & Performance

Coaching For Excellence

The Art of Facilitation

Managing & Creating A Change Culture

# Managing People & Performance

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## ■ About the Course

People **automatically equate** managing performance with the annual review. But when we talk about managing performance we are referring to what you are doing to your people every day. It is about **how** you are managing your people on a **daily** basis. There is no distinction between managing people and managing their performance, the two are part of the same activity.

The common problem is that generally speaking, managers tend to be task focused, they have a 'task first' approach. This means that they focus on the task rather than on the person doing the task. We encourage a **people first** approach. You have to focus on your people.

**Excellent** performance of tasks comes as a result of putting your people first. The importance of this cannot be underestimated. Whatever approach a manager takes will **determine** how he speaks to the staff, how he includes them and how he listens to them. It will determine everything.

Furthermore, appraising performance and managing performance are two very **different** things. Appraising performance is evaluating it several times a year. Managing performance is something you as a manager should be doing every day. The two should not be confused, or worse, treated as substitutes for each other.

This course will **broaden** your understanding of your role as a manager and give you practical directions to effectively manage people and their performance.

Managing people's performance is **not an occasional act**, it is a constant attitude. It is not about what you do to people, it is about how you are with people. Discover how to get the best out of your people and improve satisfaction for yourself as a manager and for your team.

# Managing People & Performance

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## ■ Who should attend?

Those with responsibility for managing or supervising people.

## ■ Course Content

- What is the nature and responsibility of the manager's role?
- Realising your people's full potential – How?
- Understanding the cause of poor performance
- Motivation - natural or created?
- The Needs Grid – an effective management tool
- Delegating effectively
- Matching management styles to staff profiles
- Addressing blind spots and incompetence
- Meeting with your people and addressing performance issues – How to proceed?
- Resolving conflicts and difficult situations
- Providing feedback perceived as negative
- Practical directions and exercises for ongoing development

## ■ The Benefits

Having completed this course, you will:

- Know what managing people and performance entails
- Understand the nature and responsibility of the manager's role
- Appreciate that every individual has potential and see how it may be realised
- Be equipped to manage personnel at different levels and with different capacities

## ■ Course Dates in 2010

|                                     |                                     |
|-------------------------------------|-------------------------------------|
| <b>July</b>                         | <b>November</b>                     |
| 27 <sup>th</sup> & 28 <sup>th</sup> | 23 <sup>rd</sup> & 24 <sup>th</sup> |

# Coaching For Excellence

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## ■ About the Course

Coaching as a management style is a potent tool that can bring about enormous benefits to managers, their teams, and their organisation as a whole.

There are a few myths out there about the coaching style of management. Some of these include that it takes up a lot of time, that it can only occur in an intimate one to one setting, and that anyone who adopts this style has to be an expert in coaching.

But a management style of coaching is not about sitting in a room somewhere for hours. It is a way of managing people, an approach to management. It can be used effectively in a 1 minute interaction with a staff member at the coffee station, or in a formal meeting, and you don't need to be a specialist. Of course you need to develop certain skills, that is a given. But the effectiveness of the coaching style lies ultimately in the ability of the manager to ask powerful questions, to listen, to challenge and to help others arrive at answers and solutions themselves.

A benefit of this style of management that is rarely highlighted is the fact that it is the best and most effective way for managers to address shortcomings and issues with staff in a way that motivates and inspires while at the same time encourages willingness, responsibility and accountability.

As managers, it means we start focusing on developing the strengths of each employee rather than focusing on tasks and results. When we do this, the results take care of themselves. How? Because when people are developing and improving, their enthusiasm, effectiveness, creativity and productivity goes up. They feel more positive, supported, happy and ultimately committed to giving back as much as they are getting.

The measure of a good manager is the success of the people they manage. When managers adopt a coaching style, we end up with a more productive working environment and a more engaged and reactive team which all filters down to the bottom line.

Adopting a coaching style means that you will create an environment where people will want to work with you. It promotes respect, makes others feel valued and creates the possibility for people to achieve higher levels of performance. How? Because coaching helps managers to make it clear to their employees what they are responsible for and at the same time gives them the space to go about it in their own way.

This course will provide you with a deep understanding of coaching as a management style and you will discover the essential cornerstones and skills of coaching. It's about making a difference to your people on a one to one basis and enabling them to be the best they can be. As Ralph Waldo Emerson put it, "Our chief want in life is somebody who will make us do what we can".

# Coaching For Excellence

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## ■ Who should attend?

Managers, Team Leaders & Supervisors.

## ■ Course Content

- What is coaching?
- Establishing the four cornerstones of coaching
- What is the nature of the relationship between the coach and coachee?
- What are the qualities, skills and attributes of a great coach?
- The importance of self-management for the coach
- The different levels of listening skills and their development
- Questioning skills – Drawing on the creativity and capacity of the coachee
- Developing perception, insight and intuition
- How to remove the internal obstacles to performance
- Managing the resistance of the coachee
- Encouraging accountability and follow through
- Practical directions, exercises & role play

## ■ The Benefits

Having completed this course, you will:

- Have a deep and full understanding of the role of a coach
- Have greater courage in the implementation of the coaching process
- Be equipped to develop your coaching skills
- Have increased job satisfaction for both yourself and your people

## ■ Course Dates in 2010

|                                     |                                     |
|-------------------------------------|-------------------------------------|
| <b>April</b>                        | <b>October</b>                      |
| 28 <sup>th</sup> & 29 <sup>th</sup> | 19 <sup>th</sup> & 20 <sup>th</sup> |

# The Art of Facilitation

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## ■ About the Course

Wave goodbye to ineffective meetings for good by understanding and learning the core skills and tools of great facilitators.

George J. Mitchell is one of the greatest facilitators and negotiators of our time. He was the chairman of the peace talks in Northern Ireland and was instrumental in bringing those talks to the eventual signing of the Good Friday agreement in 1998.

When Mr Mitchell was asked in an interview what the main difficulty was in facilitating the talks between the parties in Northern Ireland, he said, *“It wasn't so much a difficulty of getting the leaders facing in the right direction, but rather trying to figure out a way to enable them to go to where I felt they already wanted to go”*.

We believe that the art of facilitation is summed up in this quote. Facilitation is essentially about getting the people you are facilitating **to go where they already want to go**. Facilitation is about making a process **easier** for people to go through, and this recalls the link between the word 'facilitation' and the Latin word 'facilitas' which means 'easiness'.

Great facilitation is the key to successful meetings and **efficient use** of everyone's time. Facilitation is an art. It involves creating a **non-threatening** environment where people are not afraid to speak. The best facilitators have a combination of intelligence and openness that they use to guide any situation. Great facilitators know how to **follow** the people they are facilitating rather than just sticking to the agenda.

The lowest form of facilitation is trying to please everyone.

During this course you will learn what the art of facilitation involves. Discover simple ways to encourage people away from an individualised approach in meetings without hurting or damaging them. Know how to stop people who are domineering and achieve a situation where nobody dominates and **everybody participates**. You will understand the pivotal importance of impartiality and see how setting ground rules for a meeting at the outset can assist with the facilitation process itself.

# The Art of Facilitation

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## ■ Who should attend?

People who act as chairpersons, or who facilitate meetings and other proceedings. All those who are interested in developing their ability to facilitate.

## ■ Course Content

- What is the true role of the facilitator?
- What are the skills and attributes of the effective facilitator?
- Defining a well facilitated meeting
- Maintaining impartiality and objectivity
- The three styles of facilitation
- Responding to different types of participant
- General and particular rules of engagement
- The essential guidelines – Aim, Rules and Timing
- The hazards and common mistakes in facilitation
- The need for self-awareness and attention
- Improving our listening skills
- Practical questioning skills and empathy
- Achieving full group participation
- Practical exercises and directions for ongoing development

## ■ The Benefits

Having completed this course, you will:

- Fully understand the role of the facilitator
- Know how to draw on the creativity, expertise and knowledge of all participants
- Be able to guide and facilitate meetings with confidence and objectivity
- Be equipped to deal with difficult participants
- Be able to steer clear of conflict and keep proceedings focused, positive and on track

## ■ Course Dates in 2010

| February                           | May                                 | August                              |
|------------------------------------|-------------------------------------|-------------------------------------|
| 9 <sup>th</sup> & 10 <sup>th</sup> | 10 <sup>th</sup> & 11 <sup>th</sup> | 24 <sup>th</sup> & 25 <sup>th</sup> |

# Managing & Creating A Change Culture

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## ■ About the Course

Edmund Burke, the **great** Irish statesman once said “**change** is a most powerful law of nature, and one which we all must obey.” The reality is, there will always be change, and so there will always be a need for an intelligent response rather than fearful resistance.

Particularly in the present climate, the successful management of change is of enormous importance to everyone involved. Underestimating the effects of change on our colleagues and teams can have drastic results. It is vital that managers and team leaders who are responsible for implementing and managing change understand the process fully and are equipped to deal with it.

We don't take this issue lightly and we cannot stress this enough: change management can completely destroy an organisation if it is not handled properly. This is not intended to be a scare tactic, we simply want to drive home the point that managing change is far more than ensuring that all the proper processes are in place. The most important part of change management involves communicating with your people, and ensuring that they are engaged, positive, listened to, supported and on board. We need to have a greater awareness of our colleagues and our teams, we need to make sure that we create an environment of honesty and trust where people feel they can voice their concerns and be heard.

So **How** do you successfully navigate your people from 'What **was**' to 'What **will be**'?

Managing change is about **growing** a culture of change within your organisation, dissolving resistance and cultivating a positive attitude to this inevitable phenomenon. In a culture of change, ways of doing business are constantly under review with the aim of **keeping** the best, **improving** what can be improved and **letting go** the useless. Discover the key to breaking down resistance and encouraging a culture of change and adaptability within your teams.

This course will provide you with the understanding and skills that you need in order to **provide** support, direction and focus to people affected by change. You will be **equipped** to manage people in periods of change in a way that dispels rumour, fosters a willing response, builds trust and engages people in the process. It is simple.

When we resist change we become victims of it, dragged kicking and screaming against our will. When we **accept** change and respond to it we become leaders of it, guided and inspired by vision.

# Managing & Creating A Change Culture

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## ■ Who should attend?

For management and staff who are responsible for implementing or managing change - e.g. mergers, restructuring, redundancy, de-centralisation, etc. Also for senior managers who like to think ahead and want to start building a culture of change into their organisations today.

## ■ Course Content

- What is the nature of change?
- How to cultivate a reasonable response to change?
- Resistance and its costly and debilitating effects
- The need for objectivity and detachment
- Understanding the part fear plays in periods of change
- What is the real reference point for change?
- Is all change necessarily good?
- Alleviating negativity and dispelling rumour. How?
- Communication that creates trust between all parties
- Three response types to change and their effects
- The need for awareness of the effects of change on people
- How to create a culture of change in your organisation
- How to manage the pace and rate of change
- Fostering a willing and fearless response to change
- Practical directions and exercises for ongoing development

## ■ The Benefits

Having completed this course, you will:

- Appreciate and understand the inevitability of change
- Know the appropriate responses to change
- Have a confident and fearless outlook on the future
- Understand how to support and manage staff affected by change
- Have practical guidelines for creating a culture of change within your organisation or team.

## ■ Course Dates in 2010

| March                               | September                           |
|-------------------------------------|-------------------------------------|
| 22 <sup>nd</sup> & 23 <sup>rd</sup> | 20 <sup>th</sup> & 21 <sup>st</sup> |

# Interactions In Between

Real Communication

True Customer Care & Service Excellence

The Art of Presenting

United Teamwork & Honest Relationships

Resolving & Preventing Conflict

# Real Communication

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## ■ About the Course

On the night that Martin Luther King was killed, Robert F. Kennedy broke the news of the King's death to a large gathering of African Americans in Indianapolis, Indiana. He spoke for four minutes and fifty-seven seconds. Despite rioting that night in other major American cities, after Kennedy's speech, Indianapolis was calm.

**Our point** – great communication is far **more than** just body language and tone of voice which many communication courses will lead you to believe. It is a **powerful** instrument that can in some cases achieve what was previously thought impossible.

Research shows that effective communication is the cornerstone of success in business.

We will explore the underlying principles of great communication and the application of these principles in practice. You will learn how to **improve** your listening skills, speak with authority and express yourself clearly and **confidently** in all situations.

Being able to **adapt your style** of communication to the demands of the situations you find yourself in is a skill that requires personal mastery and self-awareness. We will look at how it is possible to know how you need to be as a communicator in any given situation.

You will get practical directions which can be applied to all communication. By improving your communication skills, you will find that the benefits you'll reap are immense, both professionally and personally. This course will equip you with the knowledge you need to effectively develop your communication skills on an ongoing basis.



# Real Communication

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## ■ Who should attend?

Everyone, particularly those seeking to improve their ability to communicate and interact with others.

## ■ Course Content

- What is communication?
- The qualities and skills of an effective communicator?
- When we communicate, what are we communicating?
- The importance of self-awareness when communicating
- The art of listening
- What is real freedom of speech?
- Bringing confidence, trust and assertiveness into speech
- The need for courage in timely and effective communication
- The different types of participant in communication
- Questioning skills – the power of inquiry
- Taking responsibility for our feelings
- Building strong and harmonious relationships
- How to communicate in difficult and challenging situations
- Practical directions and exercises for ongoing development

## ■ The Benefits

Having completed this course, you will:

- Understand what makes for great communication
- Have increased power and ability to communicate
- Know the important part that listening plays in communication
- Be aware of your own obstacles to great communication and know how to overcome them
- Have greater understanding of other people and the different styles of communication
- Be equipped to communicate confidently in difficult and challenging situations

## ■ Course Dates in 2010

| January                             | April                               | July                              | October                           |
|-------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| 26 <sup>th</sup> & 27 <sup>th</sup> | 20 <sup>th</sup> & 21 <sup>st</sup> | 6 <sup>th</sup> & 7 <sup>th</sup> | 5 <sup>th</sup> & 6 <sup>th</sup> |

# True Customer Care & Service Excellence

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## ■ About the Course

Why has Singapore airlines been voted the **most admired** company in Asia? Why has it been voted Singapore's **top company** every year consistently since 1993? Because of its top-tier customer **service**. Not only is this good for its customers, it is empowering for its staff. Singapore airlines knows this. They know what great customer service is all about.

But what makes service great?

Consider an activity of service such as 'being served a cup of coffee'. How is it that in one instance a person could serve you a cup of coffee and you could feel very satisfied and well cared for, while in another, a person could serve you the same cup of coffee and you feel like complaining and never returning to the café?

You see, an activity can be performed perfectly by two different people, but the level of service can be totally different. Why? What is it that **determines** the level of service? Well one thing is for sure, it's **not** just the coffee.

There is **a lot of confusion** about what constitutes great service and this is where we come in.

This course demonstrates that real service is far **more** than 'technique'; it is more than just performing an activity well. In fact, it is the underlying **key** to both customer and job satisfaction.

We will highlight the false ideas which limit service and impact negatively on people. You will be given practical directions to **raise** both your level and quality of service and customer care. You will understand the importance of flexibility in customer service and the freedom and **satisfaction** that comes from working outside the limits of a job description.

Be in no doubt: excellent service improves the experience for **both** the customer and the provider. It is the bedrock for success in any organisation. It distinguishes you from your competitors, secures customer loyalty, empowers and **liberates** staff and enhances both their morale and motivation.

# True Customer Care & Service Excellence

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## ■ Who should attend?

Everyone.

## ■ Course Content

- What is service?
- Who is the customer?
- What do we mean by caring for the customer?
- Service – is it just technique?
- Understanding the link between service and job satisfaction
- Awareness and undivided attention in great service
- Recognising the level of service that we give
- How to remove common obstacles to service excellence
- Three levels of service and their impact on customers
- Responding fully to the customer needs. How?
- Responding to challenging customers
- Taking the difficulty out of the difficult customer
- Turning complaints into compliments
- Practical directions and exercises for ongoing development

## ■ The Benefits

Having completed this course, you will:

- Have a very clear understanding of what makes service great
- Appreciate the direct link between service and personal satisfaction
- Realise the effortlessness of great service
- Realise that it is easier to serve fully than half-heartedly
- Be able to deliver customer service that excels

## ■ Course Dates in 2010

|                                     |                                    |
|-------------------------------------|------------------------------------|
| <b>May</b>                          | <b>November</b>                    |
| 26 <sup>th</sup> & 27 <sup>th</sup> | 9 <sup>th</sup> & 10 <sup>th</sup> |

# The Art of Presenting

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## ■ About the Course

You cannot learn to be an excellent presenter by doing a course about presentation. This is a **myth**. This is like saying that someone can become an excellent surgeon by simply attending classes without having any real experience in the operating room. So the only way to improve your presentation skills is by practicing them.

However, just as the surgeon needs to fully understand the principles and techniques of their field before they can operate, the presenter needs to ensure that they **start off** from the right place with a **sound** understanding of the basics and the principles behind great presentations.

During this course we examine first what is going on for you **internally** when you are presenting. For most of us, our minds can get consumed and overwhelmed at the mere idea of standing up in front of people. This course helps you to clarify and **address** your fears and limiting ideas. Addressing what is going on internally is a prerequisite for successful presentations.

We will then examine the basics of successful presentations. You will see how to overcome fear and self consciousness. Discover how to improve your clarity of speech, your connection with the audience, and how to **remain steady** and composed. Learn how to prepare and **structure** a presentation and how to end one. Understand how to approach question and answer sessions and discover the key to **holding** your audience's attention.

This course will equip you with a sound basis which will guide you in the development of your presenting skills and will assist you in dealing with the challenges that arise for you in this area. But it is up to you to put in the work and practice.



# The Art of Presenting

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## ■ Who should attend?

Those whose work involves making presentations to management, staff, customers, etc. Those looking for a presentation skills course that will give them all the fundamentals and basic guidelines they need to start improving.

## ■ Course Content

- The inner attitude – who is the presentation for?
- How to prepare and structure a presentation?
- Being composed and free from self-consciousness
- Connecting and engaging with the audience. How?
- Communicating to the needs and capacity of the audience
- Enhancing the power of attention and developing presence
- Improving speech – clarity, audibility and pace
- Assisting with audience attention and retention
- Body language – addressing unhelpful mannerisms
- How to conduct question and answer sessions
- Important dos and don'ts
- Role play and exercises

## ■ The Benefits

Having completed this course, you will:

- Understand what makes for great presentations
- Have greater confidence and clarity when giving presentations
- Know how to connect with your audience
- Have greater insight into how best to prepare and structure a presentation
- Understand the key to keeping your audience with you and engaged

## ■ Course Dates in 2010

| March                               | September                         |
|-------------------------------------|-----------------------------------|
| 10 <sup>th</sup> & 11 <sup>th</sup> | 7 <sup>th</sup> & 8 <sup>th</sup> |

# United Teamwork & Honest Relationships

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## ■ About the Course

The great baseball player Babe Ruth once said that the way a team plays as a whole determines its success. *“You may have the greatest bunch of individual stars in the world, but if they don’t play together, the club won’t be worth a dime.”*

Real teamwork is rare. We talk about the concept all the time as if it exists everywhere, but in fact, we seldom come across the genuine article.

There are two questions here:

### 1) What exactly is a team?

You could be called a team from a functional point of view, but often this is nowhere near the case operationally. In reality, your team may not be working as a team at all. We will assist you in discovering the essence of what a team really is.

### 1) How should team members play together?

One of the real problems with teamwork lies in the area of relationships. The fact is that we are all very quick to spot and judge how everybody else’s behaviour impacts the team. However, what about the effect of our own behaviour on the team?

This course will turn your way of thinking about a team on its head. It will help you to increase your understanding and awareness of the effects that your own behaviour has on your relationships with others. You will be challenged to look at the role you play in a team. Discover how to refine and enhance that role so that it only ever has a positive and unifying effect on any team.

Equip yourself with the necessary understanding and guidelines you need to be an effective team player and to cultivate honest and open relationships, no matter what team you are in.



# United Teamwork & Honest Relationships

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## ■ Who should attend?

Those who are in or responsible for a team. People who wish to improve their teamwork skills and cultivate harmonious relationships.

## ■ Course Content

- What is a team?
- The underlying principles of teamwork
- The qualities of a good team player
- The effect of your attitude on team dynamics
- Cultivating strong team relationships
- What part does service play in teamwork
- Open, truthful and effective communication
- Rules of dialogue and team meetings
- The different roles and responsibilities in a team
- Resolving conflict within a team
- Addressing the divisive factors in the team
- Awareness and cultivating self respect
- Understanding different communication styles
- The implications of negative feelings: Taking responsibility
- How to openly address differences with others
- Develop a blue print for effective relationships
- Practical exercises and directions for ongoing development

## ■ The Benefits

Having completed this course, you will

- Understand exactly what a team is and the fundamental principles of teamwork
- Know how to play your part fully and effectively within any team
- Be equipped to develop your communication skills
- Have a better understanding of your colleagues and team members
- Know how to build strong, trusting, effective and long lasting relationships

## ■ Course Dates in 2010

| June                                | December                          |
|-------------------------------------|-----------------------------------|
| 22 <sup>nd</sup> & 23 <sup>rd</sup> | 6 <sup>th</sup> & 7 <sup>th</sup> |

# Resolving & Preventing Conflict

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## ■ About the Course

There is a particular quote from the Persian poet Rumi which we believe encapsulates the key to successful conflict resolution:

*“Out beyond ideas of wrongdoing and rightdoing, there is a field. I will meet you there.”*

In conflict resolution, you have to bring all parties to a place where they realise that the ultimate aim is the same. There must be a real willingness to resolve the conflict, a willingness to meet each other beyond personal interests, fixed positions and mistrust. The role of anyone who is managing conflict is to bring all parties to that place in order for the resolution to begin.

In day to day life there are two ways that conflict shows itself:

- 1) Conflicts that we meet ourselves directly. These are conflicts in our relationships with others, conflicts that we ourselves are directly involved in.
- 2) Conflicts between others. These are conflicts between two or more parties that we have a responsibility to manage, facilitate and resolve.

Whatever the conflict, the possibility for its resolution demands that all parties realise that the ultimate aim is the same. Finding this common ground is essential. You see, when we look at the big picture, we all want the same thing. The difficulty in resolving conflict is usually figuring how to get there more than anything else. But what we must do first is agree on the aim, and then talk about how to achieve it.

Often in conflicts, the blind spot is that each party believes the cause of the conflict lies with the other. The magic in conflict resolution is getting all parties to appreciate the need to examine how it is that they are contributing.

In conflicts, each side easily sees how the other is behaving. What is not usually understood is how the other side is seeing the situation. It is imperative for all sides in a conflict to listen, understand and respect the way in which the other sees the problem, not just the way in which the other behaves. If we understand how the other side sees the problem, we can then understand their behaviour.

In all instances of conflict, including conflict in the workplace, how we respond to situations where conflict arises is paramount to the well-being of ourselves and others and the business as a whole. This cannot be stressed enough: that the way in which we initially respond to conflict has dramatic effects on the conflict itself.

During this course you will examine how conflict arises and how to respond to it. You

# Resolving & Preventing Conflict

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will get a framework for conflict resolution that can be applied universally, no matter what types of conflict you are faced with. More importantly, you will learn how to manage and ultimately resolve conflict with ability and confidence.

## ■ Who should attend?

Those seeking to cultivate the skills necessary for resolving conflict in workplace or personal relationships. For managers who have to resolve conflict among their people and also in their own dealings with others.

## ■ Course Content

- What is conflict?
- What causes of conflict?
- Understanding the different bases of conflicts
- The hazards of fixed positions
- Clarifying the actual aim of all parties involved
- Listening and understanding others' viewpoints
- The importance of respect for all parties
- Communication and building trust
- The power and intelligence of questions
- The importance of managing yourself and maintaining composure
- The need to be aware, awake, and vigilant
- What motivates our speech? When to speak? When to use silence?
- Removing barriers and dissolving intimidation
- Creating objectivity and leaving the past in the past
- A framework for conflict resolution
- Practical exercises and directions for ongoing development

## ■ The Benefits

Having completed this course, you will

- Understand how conflicts arise and what maintains and prolongs them
- Know the key to resolving conflict
- Have a framework for conflict resolution that you can use to manage conflicts effectively
- Be equipped to meet difficult people and situations with confidence and capacity

## ■ Course Dates in 2010

|                                     |                                     |
|-------------------------------------|-------------------------------------|
| <b>February</b>                     | <b>August</b>                       |
| 16 <sup>th</sup> & 17 <sup>th</sup> | 30 <sup>th</sup> & 31 <sup>st</sup> |

# Practical Information

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## ■ Get in touch with us

### Call Us

+353 (0)1 6606677

### Fax:

+353 (0)1 6606843

### Email:

[info@psm.ie](mailto:info@psm.ie)

### Write To Us:

PSM Ltd, 19 Pembroke Rd,  
Ballsbridge, Dublin 4, Ireland.

## ■ Book a course

To reserve a place on a course you can call us directly or go to our website and fill in the booking form.

All of our Open Courses can be run In house and tailored to specifically suit your needs. Please contact us to organise an In House course.

## ■ Open Course details

### € Fee

The fee for a place on an open course is €795 including VAT. This fee includes all course materials, lunch, refreshments and parking.

### Duration

All PSM's Open Courses are 2 day programmes, starting at 9am and finishing at 5pm.

### Location

Bewley's Hotel, Ballsbridge, Dublin 4.

