



PROMOTING WORKPLACE WELL-BEING

**COURSES FOR MANAGERS
AND PROFESSIONALS ACROSS
A VARIETY OF SETTINGS**

	Course title	Course description	Duration (days)
1	Creative Problem Solving	Problem solving is an everyday feature of working life for managers and professional staff across a variety of settings. This course helps participants develop their understanding of what is involved in effective problem solving, to identify the skills needed and possible strategies that can be used. The focus will be on adopting a <i>creative</i> approach - one that enables us to avoid getting bogged down in routine and often unhelpful reactions to the challenges we face. An essential course for managers and professionals involved in helping colleagues and/or clients solve their problems.	1
2	Dealing with Difficult People	'Difficult' individuals can cause a lot of problems for others. They can undermine morale and effectiveness and can be a major source of conflict and other such difficulties. Working out what makes some people 'difficult' can therefore be a very valuable skill to develop. Many people adopt a head-in-the-sand approach to these issues - and this can make the situation worse. This course explains why people can be perceived as being 'difficult' and presents a number of techniques that can be used to prevent or deal with the problem. It helps participants develop the knowledge, skills and confidence to tackle the potentially very significant problem of 'difficult' people.	1 or 2
3	Dealing with Stress	In August 2003 the Health and Safety Executive announced its first enforcement notice for failing to deal adequately with stress. Stress is therefore something that both employers and employees should take seriously. It is a very complex matter and simplistic approaches that do not take account of its subtleties can actually make the situation worse. This course looks at the nature of stress and challenges many of the myths associated with it. It helps participants develop effective strategies for managing pressures and avoiding stress.	1 or 2
4	Developing Leadership	It is increasingly being recognised that good management involves leadership skills - moving away from traditional models of command and control towards an approach based on motivating, empowering and even inspiring staff. Contrary to popular belief, leaders are made, not born, therefore this two-day course examines what is involved in developing high-quality leadership. It will identify the knowledge, skills and values required and will consider the obstacles to progress and how these can be tackled. In sum, this course will help participants to maximise their leadership potential.	2

5	Developing Staff Care	Supporting staff and promoting workplace well-being are important parts of any manager's duties. Well-supported staff will be more settled, more productive and less prone to sickness absence or other such problems. They will enjoy higher levels of morale, thus contributing to better teamwork. This two-day course is geared towards helping managers understand what is involved in staff care. It will explain the important role for managers in helping staff cope with pressures and deal with stress and its aftermath and will explore strategies for effective staff care.	2
6	Drug and Alcohol Abuse in the Workplace	Someone experiencing problems as a result of drug or alcohol abuse can be a major liability. Employers who brush such problems under the carpet are therefore taking a significant and unnecessary risk. Alcohol and drug problems can lead to problems of sickness absence, conflict, low morale and poor-quality work. This course will explore what employers can - and should - do to detect problems in the early stages and to develop well-informed approaches to dealing with them.	1
7	Effective Writing	Managers and professionals rely heavily on being able to communicate effectively in writing. However, few people have the opportunity to explore the principles of effective writing and to identify the common pitfalls and ways of avoiding them. This course offers such an opportunity. It enables participants to develop their level of confidence in written communication by establishing the principles of good practice and the strategies needed to achieve them.	1
8	Equality and Diversity	In the past four decades equality issues have been the subject of a pendulum swing from one unhelpful extreme (largely being ignored) to another (an oversimplified, dogmatic approach based on 'political correctness'). We are now trying to find a helpful, constructive balance between these two extremes - one that avoids both complacency and an aggressive, confrontational approach that treats people as guilty (of discrimination) until proven innocent. This course shows how the diversity approach can help us to achieve that balance and avoid the many mistakes of the past.	1 or 2
9	Handling Aggression	No workplace is entirely risk free in terms of aggression and violence, but some settings present higher levels of risk than others. This course explores common causes or 'trigger points' for aggression and examines a number of techniques to prevent aggression developing in the first place and to prevent it from overspilling into violence when it does arise. Strategies for dealing with the aftermath of aggression and violence are also discussed. This course helps participants reduce the risks involved in responding to the challenge of handling aggression and violence.	1

10	Influencing Skills	<p>Achieving our managerial or professional goals often involves having to influence other people. It is so often the case that we need to secure the co-operation of others to get where we are trying to go. This is a highly skilled and demanding activity, and one which can be improved by developing our skills and strategies. This course will enable participants to explore ways of developing their influencing skills without recourse to the problems of coercion or manipulation. It will provide an important platform from which to build a highly effective and ethical approach to influencing others.</p>	1
11	Loss, Grief and Trauma in the Workplace	<p>The impact of a major loss can be very profound and far reaching. Similarly, the experience of trauma can be devastating for those involved and the people close to them. This course provides an understanding of the significance of grief and trauma and offers the opportunity to explore strategies for responding appropriately, as all managers and professionals will encounter this situation at some time. Those who are not prepared for supporting people through the potentially devastating effects of loss and trauma leave themselves unnecessarily vulnerable, while those who develop the necessary understanding will be in a much stronger position <i>when</i> (not <i>if</i>) the need arises.</p>	1
12	Making Communication Work	<p>The effects of poor communication can be disastrous for staff, their employers and their customers, clients or service users. But communication is a far more complex subject than is generally appreciated. This course will not only help you to develop an understanding of the complexities and their implications, it will also provide practical guidance on how to maximise your success in promoting effective communication - for individuals, groups and whole organisations. This course explains how a more sophisticated approach to communication can pay dividends and bring you greater success in your work.</p>	1
13	Managing Change	<p>Organisational life is influenced by so many different factors (social, psychological, economic, political, technological and so on) that change tends to attack us from many directions. Learning how to cope with change is therefore a basic workplace skill. However, good management means more than <i>coping</i> with change and involves going as far as actually <i>managing</i> that change, channelling it as effectively as possible. This course helps to prepare managers for the major challenges of managing change as constructively as possible - by examining the knowledge, skills and values involved and exploring a range of strategies for maximising the chances of success.</p>	2

14	Managing Conflict	<p>Where there are people, sooner or later there is conflict. Conflict in itself is not necessarily a problem. It is how we deal with it (or fail to deal with it) that causes the problems. This workshop explores common causes of conflict and provides invaluable advice on how to get the balance right - confronting the issues, rather than brushing them under the carpet, without leading to an escalation of the situation, perhaps resulting in aggression or violence. It explains how we can best handle these very sensitive issues in order to avoid the major costs - financial and human - of unresolved conflicts.</p>	1
15	Mental Health Problems	<p>No one is immune from developing major or minor mental health problems at some time in their life. Where such difficulties arise for an employee, this can be a significant challenge for managers and colleagues - not least because this is a topic surrounded by considerable mystique, confusion and misunderstanding. This course will help participants to develop a fuller understanding of the complex issues relating to mental health in the workplace and dispel some of the myths and stereotypes associated with them. It will also explore how we can deal with the issues supportively and effectively as part of developing an overall strategy of staff care and workplace well-being.</p>	1
16	Reflective Practice	<p>Heavy work pressures can lead to a situation in which staff and managers develop a 'head down, get on with it' mentality, relying on habit, routine and knee-jerk reactions to the challenges they face. 'Reflective practice' is an antidote to this, as it enables people to adopt a more well-informed, more considered or 'mindful' approach to their work. Reflective practice is not only more effective, but also offers higher levels of morale and more opportunities for learning and development. This course will help participants learn how to promote reflective practice in their own work and the work of others.</p>	1
17	Supervision Skills	<p>Taking responsibility for other people's performance, learning and development and well-being can be a difficult and daunting task. Many supervisors will have experienced poor supervision themselves and know how harmful it can be. On the other hand, people who have received good supervision know how supportive, empowering, positive and worthwhile it can be. This in-depth course examines the knowledge, skills and values required to make sure we maximise the positive potential of supervision and to avoid the problems that can arise. This course will help participants to establish the strategies needed to build a platform for developing high-quality supervision skills.</p>	2 to 4

18	Tackling Bullying and Harassment	We have learned in recent years that bullying and harassment are far more commonplace than was previously thought. The negative effects of these problems can be of major proportions. It is therefore important for managers to be able to recognise the signs that bullying and harassment may be going on and to be prepared to address the issue. This course will help participants to understand the legal, moral, managerial and practical reasons why bullying and harassment are unacceptable and will explore ways of dealing with the subject as effectively as possible.	1
19	Time and Workload Management	Managing a heavy workload is a skilful job, although a large proportion of managers and professionals have not had the opportunity to explore and develop the knowledge and skills involved. Critical of oversimplified 'time management' approaches that can do more harm than good, this course adopts a more realistic approach to the challenges of managing a heavy workload. In particular, it concentrates on the importance of an emphasis on <i>self</i> -management. The course will help to avoid common pitfalls and adopt a more positive approach to time and workload management.	1
20	Work-life Balance	We have heard much in recent years about the importance of work-life balance and the role of flexible working arrangements in promoting a happy, healthy and successful workplace. However, how we achieve our own work-life balance and how we promote it in others is a topic that has not received the attention it deserves. Making a commitment to work-life balance is not enough in itself - we need to look at how we can best go about that. And this is exactly what this course is designed to do. Participants will be helped to identify the key success factors associated with work-life balance and will explore ways of making a reality of the rhetoric.	1

Notes

1. These are our main courses for managers and professionals across a variety of settings See also our list of course for managers and staff in the human services (downloadable from www.avenueconsulting.co.uk). If what you require is not listed, but is in the general field of 'people skills' in relation to management, leadership and professional practice, we may be able to design a course to suit your requirements. Please contact us to discuss what you have in mind.
2. Courses can be offered at introductory, intermediate or advanced levels.
3. For most courses we place no limit on number of participants. However, it is important to recognise that, beyond the optimum level of 10 to 16 participants, the higher the number of attendees, the lower the educational value for all concerned.

Our approach to learning and development

All trainers working on behalf of Avenue Consulting Ltd share a commitment to providing high-quality learning opportunities through structured training programmes. Our courses are based on a commitment to:

- Presenting relevant information clearly and effectively
- Encouraging discussion and active participation
- Providing plenty of food for thought to deepen understanding
- Enabling the participants to learn from one another as well as from the trainer
- Making the learning relevant to the workplace
- Drawing on participants' own experiences and previous learning
- Creating a relaxed atmosphere conducive to learning
- Providing high-quality handouts and back-up learning materials
- Helping participants develop action plans of how they will put the learning into practice
- Evaluating our courses so that we can build on our strengths and rectify any shortcomings
- Making the training challenging and stimulating but never threatening or undermining
- Making learning fun and enjoyable



PO Box 2060, Wrexham, LL13 0ZG
Tel 01978 781173 Fax 01978 781117
Email info@avenueconsulting.co.uk
www.avenueconsulting.co.uk