

**The Centre for Management and Business Development Limited –  
Effective Human Resources**

<b>Title of Proposed Programme</b>	CMI Level 5 Award in Coaching and Mentoring
<b>Programme Content</b>	<p><b>Day One – The Tools and Techniques required in coaching practice</b></p> <ul style="list-style-type: none"> <li>• Leadership style and the relevance to coaching</li> <li>• About the coaching ‘cycle’ and using models such as GROW and ACHIEVE to provide structure</li> <li>• The value of the ‘coaching contract’ and how to establish this</li> <li>• How to use the techniques of reflection, self-awareness, dialogue and questioning and listening</li> <li>• The Galway outer and inner game model and how to use it in coaching</li> <li>• How to encourage the coachee to use problem solving techniques to identify options</li> <li>• Inductive Reasoning, PDCA and Root Cause Analysis as problem solving techniques</li> <li>• The difference between coaching, mentoring and other development techniques</li> <li>• How to achieve behavioural and organisational change through coaching</li> <li>• The use of coaching to achieve organisational objectives</li> </ul> <p><b>Day Two – The Coaching Relationship, Guidelines and Protocols</b></p> <ul style="list-style-type: none"> <li>• How to build a string coaching relationship and the importance of doing so early</li> <li>• What personal skills are required and that should be developed as a coach</li> <li>• How to build commitment to the relationship on both sides</li> <li>• To establish SMART objectives that can be monitored for progress</li> <li>• To establish processes and procedures to coach effectively</li> <li>• To develop guidelines and protocols for coaching interventions within the organisation</li> <li>• The use of techniques to assess the impact on organisational objectives, behaviour and culture</li> </ul> <p><b>Day Three – Coaching and the Change Process</b></p> <ul style="list-style-type: none"> <li>• A basic understanding of change process models (Kotter, Lewin, Stanley, Fisher, Burke-Litwin)</li> <li>• How to use the coaching process within the change process, identifying specific objectives</li> </ul>

	<ul style="list-style-type: none"> <li>• The impact of change on individuals within the organisation and coaching to engage people</li> <li>• Understanding the stakeholders and the use of analysis such as the Power and Interest Matrix</li> <li>• How to secure support for the change process</li> <li>• The importance of supporting individuals through the change process</li> <li>• To link the evaluation of the change process to the evaluation of the coaching process</li> </ul>
<b>Course delivery method</b>	<p>Employer premises          Training Provider premises          Third Party premises          Any premises</p>
<b>Duration</b>	3 days comprising 2 x 3 hour sessions per day
<b>What are the perceived business benefits of the proposed training and what are the outcomes for the business</b>	<p>The benefits for the individuals taking part in the programme include:</p> <ul style="list-style-type: none"> <li>• Understanding the role that mentoring and coaching can play in achieving objectives</li> <li>• Understanding the core principles, skills and impact of coaching and mentoring on individuals</li> <li>• Learning how to construct and manage a suitable process for effective coaching and mentoring</li> <li>• Being able to put skills learned on the programme into practice</li> <li>• Gaining a nationally recognised qualification (optional)</li> <li>• Peer based learning and review</li> </ul> <p>The benefits to the delegate organisation include:</p> <ul style="list-style-type: none"> <li>• A qualification focused on work-place activity and improvement</li> <li>• Managers with the skills and knowledge to deliver objectives</li> <li>• Managers with the self-awareness to lead and develop their teams</li> <li>• More motivated and enthusiastic staff</li> <li>• Managers with the knowledge required to make a real difference</li> </ul>
<b>Target group of participants/Who should attend</b>	The programme is designed for middle and senior managers and/or those working towards more senior management roles. No previous training or experience of coaching and mentioning is required, but participants will ideally have direct reports that they are responsible for appraising and developing.
<b>Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer</b>	The programme itself can be tailored to suit a particular organisations needs where it is provided as a 'in-house' course

<b>Title of Proposed Programme</b>	HR for First Line Managers
<b>Programme Content</b>	<ul style="list-style-type: none"> <li>• The core HR responsibilities and the “do’s” and “don’ts” of being a First Line Manager</li> <li>• About current employment legislation and the legal implications it has on your People</li> <li>• How to attract Talent into your organisation</li> <li>• How to manage competency-based interviews and select high performing candidates to join your team</li> <li>• How an engaging Onboarding programme can accelerate the performance of your People</li> <li>• Basic principles of successful Performance Management</li> <li>• How to positively manage Disciplinary and Grievance issues with your team (without ending up in a Tribunal!)</li> </ul>
<b>Course delivery method</b>	Employer premises Training Provider premises Third Party premises Any premises
<b>Duration</b>	1 day. 2 x 3 hour sessions
<b>What are the perceived business benefits of the proposed training and what are the outcomes for the business</b>	<p>For the individual manager they will:</p> <p>Have a clear understanding of their legal obligations in relation to employees</p> <p>Be able to conduct effective recruitment interviews</p> <p>Integrate performance management into their management process</p> <p>Understand how to undertake disciplinary and grievance processes without ending up in court</p> <p>For the business, they will have managers that:</p> <p>Will conduct first line HR activities in a fair and uniform way</p> <p>That understand their obligations and can operate HR disciplinary processes with exposing the business to further risk</p>
<b>Target group of participants/Who should attend</b>	This workshop is designed to meet the essential needs for all managers who have direct subordinates they are expected to manage
<b>Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer</b>	The content of the workshop can be modified to accommodate different HR disciplines and can integrate the use of a business’s own HR procedures or other considerations particular to a business or industry. Costs may vary depending on the amount of change and or preparation required.