

iOpener leadership skills: workshop outlines

Building performance at work

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Section 1: Developing a high performance team

Building Trust, Recognition and Pride: essentials of senior leadership

Aim

Delivering performance and getting results – faster and with greater commitment

What's it all about?

Trust and Pride are things that leaders occasionally take for granted – especially when they are present. But their absence means that teams don't deliver what they could and should. Trust, Recognition and Pride leads to strong and healthy working relationships and high performing teams. Pride is the outcome and Recognition one of the means of delivery but both are based on Trust. That's why this trio are so important.

Why iOpener?

We have run a six year research project which has highlighted just how important these three conditions are for all high-performing individuals, teams, and organizations. And we've developed the tools and techniques to support leaders as they grapple with these complex topics.

How?

Leaders need to come prepared to talk about issues that are affecting their working life and to perhaps confront some tough realities. In addition participants will be expected to work on and talk about working practices and relationships which they would like to change and improve.

Participants?

A maximum of eight participants allows us to have in depth conversations and to explore the elements that individuals find challenging in their own particular situation. Ideally all participants are contacted before the session to maximize time together.

Outcomes:

Participants will:

- Understand the elements and blocks to Trust, Recognition and Pride
- Evaluate their personal Trust processes
- Recognize the differences between high and low Trust/Pride situations
- Think about Pride and Trust affects team dynamics
- Investigate personal preferences
- Build a personal or team action plan

Participants cover:

- Understanding why Trust, Recognition and Pride matters: the personal and the business case
- Analyzing the factors that add to and detract from the TRP trio
- Working with thermodynamics, Trust and Pride: fixed, fluid, chaotic and complex teams
- Building a culture based on Trust and Pride: what it involves and how to do it
- Understanding different aspects and motivators in Recognition: how style affects results

Target group

Any senior leader who has gone through a re-sizing exercise and needs to build more cohesive team and organizational relationships.

Option

We can add a mini-360 process to this based on Trust, Recognition and Pride. Or we can ask each leader to complete our assessment tool, the iPPQ to trigger deeper personal understanding.

Duration

1-2 days depending on needs.

Coaching as a leader

Aim

Learning skills that will facilitate high-performance and when to use them

What's it all about?

Coaching is one of the main skills that enable leaders to create and develop high-performance trust-based relationships with people both inside and outside their team. This workshop is for anyone who would like to develop or receive feedback on their coaching skills.

Why iOpener?

Our facilitators are trained and experienced executive coaches who can deliver a fast-paced and results-oriented workshop. They take a coaching approach to the workshop which means that the content can be tailored to the needs of the participants on the day. iOpener's coaching facilitators are a highly skilled team who between them have over 75 years of experience.

How?

Participants will need to come prepared to coach and to try out the skills as they learn them. The course is broken down into bite-sized learning chunks which are immediately applied: and it's supported with relevant video clips. Participants can expect to work in threes and in the group as they practice and develop their skills.

Participants?

A maximum of nine participants allows everyone enough time to try out these practical skills in a safe learning environment.

Outcomes:

Participants will:

- Understand what coaching is and its benefits
- Consider when it's appropriate
- Learn and practice coaching skills
- Understand and work with an effective coaching process
- Experience a number of coaching tools

Participants cover:

- Understanding what coaching is and isn't: directive and non-directive approaches
- Recognizing the pros and cons of strength/weakness-based coaching
- Using and working with a hands-on and practical coaching model
- Understanding the process from a coachee perspective
- Recognizing where a conversation is moving and reflecting that to a coachee
- Listening to the said and unsaid: useful coaching questions
- Develop your coaching tool kit

Target group

Anyone in a leadership role.

Option

Think about adding a one hour post-workshop coaching call so that participants are supported as they deploy their skills.

And think about combining this with a giving feedback session too.

Duration

1 -2 days

Dealing with conflict

Aim

Getting from impasse to action

What's it all about?

Good business is built on good relationships; skill in maintaining and developing these are paramount. But conflict is however, unavoidable even in the best of relationships yet it can lead to great change and improvement. This workshop explores problems in work relationships and the different ways these can be managed positively.

Why iOpener?

As a remote and virtual team of different nationalities we have endless possibilities for conflict to arise between us. We therefore have developed a strong methodology, tools and techniques to deal with issues both directly or indirectly.

How?

The emphasis here is helping participants to develop practical approaches to openly confront and manage all kinds of conflict situations. This is a very participative, practical and interactive workshop. It is largely based on self-understanding and rehearsing responses to typical conflict situations.

Participants?

This workshop is for eight participants. Ideally they think about conflict situations which they have been in which they would have liked to have handled more effectively. These can be either where they were directly involved or because they were drawn into someone else's conflict.

Outcomes:

Participants will:

- Recognize conflict and potential conflict triggers when they arise
- Learn strategies to deal with conflict and make relations positive
- Become aware of techniques for dealing with both direct and indirect conflict
- Understand one's personal response to conflict and how to flex one's approach
- Investigate a toolkit for moving relations forward into collaboration and cooperation
- Learn how to facilitate 3rd party conflict between others

Participants cover:

- Understanding what conflict is, drivers and why it matters – time, cost and quality
- Recognizing the triggers of conflict: internal and external
- Using conflict handling strategies: avoiding, competing, accommodating, compromising and collaborating
- Assessing willingness to resolve conflict
- Creating a road map to resolution: mapping the conflict
- Deploying tools for managing conflict
- Building trust to move a situation forward with individuals and teams
- Facilitating conflict between others

Target group

This works best for people who are facing or have faced conflict at work.

Duration

1-2 days

Engaging and inspiring others

Aim

Building long-term commitment and ensuring discretionary effort.

What's it all about?

Leaders who engage and inspire their people, align them with their mission, vision and purpose. And in so doing achieve great things. This workshop will enable participants to tap into what enables others to give their best, and to stay committed over the long-term.

Why iOpener?

Our sister business has run a six year research project which has highlighted just how important engaging and inspiring others is to employees' overall performance. And at iOpener, we've developed the skills and tools that mean leaders know how to leverage this knowledge to get traction and engagement fast.

How?

Leaders need to come ready to think about some of the fundamental factors that inspire and engage them - in order to pass this on to others. That means some preparatory thinking before the workshop. Everyone is expected to share some of their motivators.

Participants?

A maximum of six participants allows everyone to work through the process and to then practice what they will preach.

Outcomes

Participants will:

- Understand the fundamental building blocks that engage and inspire others

- Think through how to leverage their purpose at work to engage and inspire all stakeholders
- Encourage engagement and inspiration throughout their organization through powerful and personal stories
- Practice and receive feedback and development tips from peers and their facilitator

Participants cover

- Understanding the factors that ensure engagement and inspiration in others: the core elements
- Analyzing motivation: jobs, careers and callings; competence, choice and connection; understanding elevation
- Exploring purpose and meaning at work as a basis for engaging and inspiring others: a speedy purpose process
- Communicating purpose with examples and stories that connect to that purpose: video clips of inspirational others at work
- Incorporating messaging into leadership practice: using stories that engage and inspire; the building blocks for stories in terms of pitch, pause, pace, feeling and language.
- Developing and delivering stories: working in triads to deliver stories

Target group

Any leader who wants to build long-term motivation and communicate their vision.

Duration

0.5 -1 day depending on needs.

Facilitating and chairing meetings

Aim

Getting the best out of groups and teams

What's it all about?

Many people hate meetings because they are a waste of time, effort and energy. But it doesn't have to be like that. There are some simple tools and techniques that can make meetings productive and energizing. Understanding how to make this happen is the foundation of this interactive and practical session. Participants will learn how to deliver a balanced and well-structured meeting so that everyone gets the most out of their time.

Why iOpener?

Managing and facilitating meetings is the core of our business, so it's something we devote a lot of time and attention to. We know how to generate energy when it's needed, and focus when it's not. Our deep and broad experience means that iOpener facilitators are skilled at staying inside a process yet being aware of what's happening too. Which means that when things take a different turn they get addressed nevertheless. That's what we excel at.

How?

This session is highly practical and participants will spend most of their time working with and using the tools and techniques they learn. Everyone will be expected to facilitate or chair a mini-session which they will prepare and lead from start to finish. That means arriving with challenges and dilemmas that are valuable to work on. These sessions will be videoed and all participants will receive both group and one-to-one feedback.

Participants?

This workshop can be modified for groups of between four and six people depending on clients' needs.

Outcomes:

Participants will:

- Understand what facilitating is and isn't
- Learn how to manage a process that delivers group results
- Recognize how group dynamics affect input and outcomes
- Learn how to balance support and challenge
- Practice some results-oriented facilitation techniques
- Handle tricky situations to move them on

Participants cover:

- Understanding the difference between leading, chairing, and facilitating a meeting
- Contracting with a group: why, what and how
- Working with group dynamics and recognizing what's happening in a room
- Leading a discussion: setting boundaries and parameters
- Guiding, supporting and challenging: what a facilitator or chair owns and what they don't
- Working with useful facilitation tools
- Managing a process and what to watch for
- Pushing for outcomes and using thoughts and feelings to guide you
- Dealing with difficult situations and managing them constructively

Target group

Any leader who wants to learn to work more productively with groups

Duration

1-2 days depending on outcomes and group size.

Giving feedback

Aim

Adding value to the team and the business

What's it all about?

Feedback is one of the most important things that leaders do yet one of the things they dread. But it needn't be scary. This one day workshop provides the tools needed, even down to some key phrases to use in tricky situations. This workshop is based either on bespoke scenarios or participants' real life ones.

Why iOpener?

This workshop is one of our best sellers and we regard it as an area of core expertise. The skill is easily learned through our own practical process which is not only easy to learn but it's incredibly effective too. The framework and techniques that we have developed worked - fast.

How?

Each participant has two feedforward sessions and the opportunity to give feedback on the feedback they receive. We'll do 1:1, pairs and trios work using real situations based on participants' experiences. The workshop is supported by video clip analysis so participants can really observe what works and what doesn't.

Participants?

We take nine participants on a one day feedback workshop; working in trios is one of the most effective methods of feedback practice. We always write organization specific role-plays.

Outcomes:

Participants will:

- Have a clear easy-to-use process for giving feedback
- Practice the key skills while discovering strengths and development points
- Rehearse real world situations so they become manageable
- Understand the pitfalls and pratfalls of feedback in a multinational organization
- Be able to motivate and focus team members to perform better
- Build positive relations while delivering straight talk

Participants cover:

- Working with a process involved for positive and negative feedback sessions
- Investigating skills which are key to the process
- Setting and agreeing goals and objectives Handling feedback in a multinational environment: tips and tactics for getting it right
- Dealing with and diffusing emotion
- Using the feedforward sandwich: good/bad/good feedback
- Managing remote feedforward
- Practicing skills to draw the learning together

Target group

Leaders who needs to give feedback or manage the performance of others.

Option

Think about combining this with coaching skills.

Duration

1 day

Influencing and persuading others

Aim

Gaining commitment and building relationships

What's it all about?

Leaders' ideas are only valuable if they can persuade others to take action and implement them. This course will help participants build coalition skills when communicating with others. It's about powerful techniques which can result in gaining commitment while building strong relationships.

Why iOpener?

Influencing and persuading people to take action is what the iOpener team does all day every day. Our role is to encourage people to modify, adapt and try something new and in a way which stimulates continued development.

How?

We look at who needs to be influenced and why. What do all stakeholders gain? How can you optimize your messaging efforts either on paper or orally? How can you identify potential blocks? We'll work through all this in a fast-paced day which will provide you with some analytical tools for immediate use.

Participants?

This workshop is for up to eight participants. Participants will work with two actors and a facilitator to practice influencing and persuading skills.

Outcomes:

Participants will:

- Identify goals, drivers and potential blocks for themselves and others
- Work on how to tackle challenging situations and people by flexing styles
- Recognizing levers of influence
- Understand how to deliver a persuasive or influential message
- Plan how to handle others' attempts to persuade or influence

Participants cover:

- Understanding the differences between persuading, influencing and manipulating others
- Introducing the elements of persuading and influencing
- Understanding and identifying how to get buy-in by using different levers
- Flexing your style – different methodologies
- Dealing with challenges: two terrific tools to move others on and diffuse emotion
- Controlling words, voice and body language for influence
- Learning to say no to others

Target group

Participants who need to influence and persuade key stakeholders.

Option

Think about adding this to a negotiation skills session.

Duration

1 day

Listening to and observing others

Aim

Understanding others and their perspectives

What's it all about?

This one day workshop provides leaders with the tools to deeply connect with and understand others. Listening and observing are skills that are taken for granted. But not always used to maximum advantage. These skills are key in creating rapport and building good working relations with all colleagues as well as diagnosing emotional states before they are expressed. They are the foundation skills of Emotional Intelligence and therefore must-haves as a leader today.

Why iOpener?

As facilitators we spend our time listening and observing closely. It's a core competence for helping others to increase their skills sets in any area. Our approach means that we'll help delegates find the best in what they do and build on this. That way they'll leverage their interpersonal interactions in any situation.

How?

Participants will take part in individual and group work to develop and build their skills. They will receive feedback from others in the group about their strengths and development needs. And they will also develop a toolkit for deep listening and observing.

Participants?

This workshop is designed for up to six participants.

Outcomes:

Participants will:

- Understand the differences between superficial and deep listening
- Identify their personal listening and observing styles and preferences
- Understand how to build real rapport with anyone
- Recognize personal barriers to listening and observing
- Start to work with intuition and insight
Develop a listening and observing toolkit

Participants cover:

- Listening to and observing others: what causes, 'noise': personal listening preferences
- Working with levels of listening and observing – simple to complex
- Checking out ideas and assumptions to read different others
- Using basic listening tools
- Hearing what's said and unsaid: what and how – working with feelings and intuition
- Matching, mirroring, pacing and leading – listening and observing to create rapport

Target group

Any frontline leader who wants to understand people better.

Option

Think about combining this with an influencing and persuading workshop.

Duration

1 day

Using emotional intelligence

Aim

Increase interpersonal effectiveness and results

What's it all about?

Emotional intelligence helps foster core skills for self development. This workshop is designed to enhance those skills. Participants will work with the 3Cs model: consciousness, connection and concern: that way they'll get the best out of themselves and others - especially when working under pressure.

Why iOpener?

Emotional Intelligence is a core part of leadership development, especially in a multi-cultural environment. Our facilitators have to use their EI to gauge the mood and energy in any session then decide what to do – at all times. Without EI our sessions would fail, so we role-model everything we facilitate.

How?

Participants are asked to do awareness-raising exercises and should be prepared to give and receive feedback on their interactions. This is a workshop that encourages serious self-reflection in an interactive and fast-paced manner. Participants will also receive in-depth feedback from their facilitator.

Participants?

A maximum of eight participants allows us to focus and ensure that we meet individual needs. Participants should have thought about two incidents at work where things went unexpectedly well and unexpectedly badly. They should be prepared to talk about both.

Outcomes:

Participants will:

- Analyze and understand the elements of EI
- Develop their ability to deeply connect with others in business situations
- Understand the factors that influence self and other behaviors
- Apply different tools in their appropriate settings
- Grow self-efficacy in the emotional components of personal management

Participants cover:

- Working with the five elements of EI: self awareness, self regulation, motivation, empathy and social skills
- Using tools in action: gap analysis; what I believe of myself – self appreciation
- Understanding motivators: diving, surviving or thriving
- Assessing the emotional self in action: connecting, influencing, managing states
- Assessing the emotional other in action: relationship, stress and conflict management
- Deploying EI, self confidence and interpersonal effectiveness – my optimal self now and in the future

Target group

Any leader who has been given feedback that they are too task focused at the expense of their team and others stakeholders.

Option

Use MSCEIT as an assessment tool prior to the workshop.

Duration

1 -2 days

Using the Science of Happiness at Work™: increasing contribution, motivation and performance

Aim

Developing tools for increased performance

What's it all about?

Happiness at work is fundamental to success. If you're happy at work you're more productive, stay longer in your job, take less time off sick amongst a host of other business benefits. This workshop is designed to enhance your happiness by showing you the tools to get the best out of yourself and others - especially when working under pressure.

Why iOpener?

We are the only consultancy that specializes in research-based workplace happiness. We base what we do on our unique and ground breaking research which we piloted and developed in-house over six years - and which our CEO, Jessica Pryce-Jones's book ['Happiness at work'](#) is based on. Our unique assessment tool is a core part of what we do and all participants with an in-depth starting point from which to work.

How?

Participants are asked to do awareness-raising exercises and should be prepared to give and receive feedback on their interactions. This is a workshop that encourages serious self-reflection in an interactive and fast-paced manner.

Participants?

A maximum of eight participants allows us to focus and ensure that we meet individual needs. Participants need to be prepared to think about some profound issues they may face as leaders.

Outcomes:

Participants will:

- Analyze and understand the elements of happiness at work
- Develop their ability to influence and manage one-to-one and team working situations
- Apply different tools in their appropriate settings
- Grow self-belief to implement new skills.

Participants cover:

- Understanding the structure of happiness at work
- Analyzing the personal and business benefits
- Achieving your potential: what this means for individual leaders
- Working with the 5Cs:
 - Contribution
 - Conviction
 - Culture
 - Commitment
 - Confidence

Main traps and tools to avoid them

- Trust, Recognition and Pride

Target group

Anyone who wants to feel happier in what they do or is concerned about performance in others.

Options

This can be divided into a 2 +1 day format, so that leaders get a chance to implement some of the learning. We can also add phone coaching for everyone to support leaders as they try to develop their skills both for themselves and their team.

Duration

2-3 days



Section 2: Interacting beyond my organization

Consultative selling

Aim

Increase your ability to sell your ideas, service and products

What's it all about?

Consultative selling takes a customer-focused approach to selling. The method is based on getting customers to express their requirements before positioning your product or service. This, plus simple techniques for getting commitment without being pushy, form the backbone of the workshop.

Why iOpener?

iOpener associates together offer many years experience in selling. Selling our ideas and techniques are what we do every day. So we have a well-honed practical and transferable toolkit which is incredibly effective whatever your sales ability.

How?

This workshop is based on a simple model for running an effective sales conversation. Each stage builds on the one before to increase the commitment of the customer. Role-play with actors is use throughout so participants both understand the reason for the technique, what it is, and how to apply it.

Participants?

This workshop is for up to six people. Participants will work with an actor to simulate a sales call.

Outcomes:

Participants will:

- Know how to plan a sales meeting
- Understand how to structure and control a meeting to achieve objectives
- Be able to lead and guide a sale conversation
- Take that sales conversation to an effective close

Participants cover:

- Understanding key elements of selling
- Call planning: setting objectives, preparing questions, positioning product or service
- Doing a needs analysis: finding the right information, effective note taking, summarizing for clarity
- Selling: a simple framework for describing and selling an idea
- Handling objections: dealing with problems and turning them into opportunities
- Dealing with challenges
- Closing and getting commitment

Target group

Anyone who needs or will need to sell. This includes selling products and services to clients as well as ideas and initiatives internally.

Option

This workshop can be combined with a negotiation skills workshop.

Duration

1 day

Maximizing the customer experience

Aim

Valuing current customers and attracting new ones

What's it all about?

If you don't look after your customers they'll simply - and probably quietly – take their business elsewhere. Which means you've wasted a sale. This workshop will explain what customers value, why and how to keep them happy: that way you'll direct time, effort and energy on what brings you the greatest return. While protecting and building your business.

Why iOpener?

We pride ourselves on the quality of our customer service, going beyond the extra mile to get things right. Since we started in 2003 we've retained all our clients because they value the high standards we set.

How?

Participants need to come prepared to prepared to talk about customer issues which they handle well and those which they know could be better. They'll need to be prepared to think about what they personally could improve and to practice the skills to do this.

Participants?

A maximum of 12 participants allows us to have in-depth conversations and to practice the skills that make a difference. This workshop involves a high level of interactivity to embed learning.

Outcomes:

Participants will:

- Understand why the customer experience matters right now in this organization
- Learn about the key expectations customers have
- Think about the factors that impact relationships and critical interactions

- Know how to deal with customer challenges
- Develop a personal and practical take-away toolkit

Participants cover:

- Understanding the elements of a fantastic customer experience
- Learning about the business case for customer loss and retention
- Understanding how word-of-mouth works
- Thinking about factors that impact relationships and critical interactions
- Working to build instant connections with customers: face-to-face or on the phone
- Recognizing what to say and not say in any customer interaction
- Practice dealing with customers in tough situations
- Working with words, voice and body language
- Building trust: what and how to do this

Target group

Anyone who's job is customer-facing on a daily basis

Options

We can also:

- Run a facilitating session with managers to get their perspective on what's happening and why
- Organize a secret shopper experience if needed
- Work with actors to run a forum theater experience
- Analyze the wider working environment and its affect on employees' ability to give their best experience. This would entail doing the iOpener People and Performance questionnaire.

Duration

1 day

Negotiation skills

Aim

Achieving the best possible outcomes and good relations - every time

What's it all about?

This is a one to two day intensive program which focuses on proven tools, techniques and tactics of principled negotiation within multinational principles and guidelines.

Why iOpener?

Our team of facilitators has the experience of negotiating multi-million pound contracts, M&A deals, union-management negotiations as well as the daily negotiations that make up business life. Our shared knowledge has resulted in a strong program always tailored for your requirements. We write role-plays for each and every client we work with so that they are customized to your objectives.

How?

You'll watch some real negotiations, investigate recent research, do some mini simulations, as well as do skills practice with video-ed feedback. It's a fast moving day in an atmosphere which encourages everyone to try new strategies and learn from each other.

Participants?

This workshop is designed for up to 12 participants: this means that we can do 1 x 2 and 2 x 2 negotiations. Participants should arrive having prepared to a mini-negotiation and be ready to tackle it immediately.

Outcomes:

Participants will:

- Learn the negotiation process
- Understand all elements of a successful negotiation
- Revise core negotiating skills
- Learn to recognize and deal effectively with negotiating partners' typical strategies and styles
- Learn how to get the best deal while building relationships

Participants cover:

- Understanding a negotiation strategy and the factors that need considering
- Analyzing the characteristics of a skilled negotiator
- Recognizing the phases of a typical negotiation Working with core negotiation skills: key do's and don'ts
- Flexing personal style: mini case studies
- Working with common tactics: delaying, denying, distorting
- Handling objections and test closing
- Watching and analyzing video case studies of a successful negotiation

Target group

Any participant who needs or will need to close deals inside or outside their organization.

Option

This workshop can be combined with a sales skills workshop.

Duration

1-2 days

Networking

Aim

Building your contacts and your career

What's it all about?

This is a half day session which focuses on contacting and connecting to others. The premise is that the best personal networks are created by building mutually beneficial relationships.

Why iOpener?

Our business has primarily been built on networking. Word of mouth referral is the way we've grown and become known amongst the market we want to reach. So it's something that's vitally important to us as a business practice, which means we understand the benefits that networking can bring.

How?

Participants will need to come ready to practice their networking skills. At its most fundamental level that means breaking into groups, finding topics to talk about and asking for follow up. Everyone will be encouraged to try new skills and strategies in a strategic and goal-focused context. Because networking time also needs to be purposeful and productive.

Participants?

This workshop is designed for up to 25 participants. Everyone needs to come prepared to try out typical networking skills, approaches and gambits.

Outcomes

Participants will:

- Explore why networking can feel tough
- Understand the benefits it brings and why everyone needs to get involved
- Assess their focus of networking
- Practice key skills

Participants cover:

- Understanding what networking is and isn't: fact, research and fiction
- Working with CPR: Connection, Perception and Relationship building: the fundamentals for networking
- Tying personal goals to networking
- Focusing on the ABC of networking: approaching people, beginning a conversation and canvassing next steps
- Talking to others and steering a conversation
- Virtual networking: what it is, why it matters and what sites you should be using

Target group

Any leader who wants to think about the why, what and how of networking.

Option

This workshop can be combined with two workshops: either influencing and persuading or listening and observing others .

Duration

0.5 day

Project management

Aim

Assimilating basic skills in project management

What's it all about?

Project management is no longer the sole preserve of engineers and designers. Indeed, most of what we do in business that hasn't become a process is, by definition, a project. This seminar focuses on the core skills of project management and delivers a sound grounding in the subject, whilst debunking the myth that it is an overly technical or mathematical subject.

Why iOpener?

Leaders cannot afford to presume projects will be delivered on time and on budget. Project management can and should be used to deliver the perfect control, clarity and reporting that all stakeholders in a project want. iOpener present this proven course that shows you the foundation of many in-company Project Management processes.

How?

Participants will be taught the basic steps to excellent project management. Each step will be followed by individual or group work to ensure the basic elements have been learned. No special technical skill is necessary. It would be useful if participants come to the course with some idea of the basics of how projects work.

Participants?

A maximum of 10 participants allows us to focus and ensure a high level of interaction. The course is very practical and the group will be syndicated for most of the day.

Outcomes:

Participants will:

- Understand the fundamentals of project management
- Be better able to manage people involved in any project
- Realize the importance and power of being able to present clear and timely information to stakeholders.
- Know how to apply a more formal project based approach to a wider array of business activities

Participants cover:

- Initiating and scoping a project
- Listing tasks and deriving a work breakdown structure
- Drawing network diagrams and critical paths
- Crashing/overlapping: How to crash/overlap/split tasks
- Developing and presenting a Gantt chart
- Planning and loading resources
- Measuring SPI and CPI: forecasting time and cost
- Handling multiple projects

Target group

Anyone who wants to learn to manage or control a project.

Duration

1 day

Section 3: Communicating for impact and influence

Business writing

Aim

Having maximum impact, minimum stress and misunderstanding.

What's it all about?

Clear written communications are core business skills especially in a global environment. Badly written communications result in loss of time, effort and money. Yet everyone can easily avoid this. Our workshop shows participants how to write exactly what they mean so they get the results they want.

Why iOpener?

This workshop has been developed for native and non-native English speakers. Our facilitators, who represent both groups, always get results fast. We deliver this for over 400 MBA students at London Business School, as well as junior and senior executives.

How?

This is a very practical and interactive session which uses participants' own work as the basis for most of the exercises. Everyone's writing is analyzed: this means that participants immediately grasp the practical application of what they learn.

Participants?

This workshop is for up to four people (half day) or six people (full day). Participants must bring examples of recent or current work that they would like to rewrite or edit.

Outcomes:

Participants will:

- Use the tools that demonstrate clear and effective business writing
- Know how to position their ideas in written format
- Write for their readers
- Focus on simplicity and clarity
- Avoid misunderstandings

Participants cover:

- Analyzing personal writing style: what to keep and what to change
- Organizing thoughts logically: do's and don'ts
- Working with structure for maximum understanding and impact: using the inverted pyramid
- Writing effective subject lines and opening paragraphs
- Using verbs: the importance of the active voice
- Recognizing plain language: what this means
- Developing style: paragraphs and sentences
- Assessing layout and presentation
- Editing: what this means and how to do it
- Persuasive writing: the magic ingredient

Target group

People at any level who want to understand how to write in a business environment or simply who want to improve their writing skills.

Duration

1 day (possibly divided into 2 half-day sessions depending on need).

Advanced business writing

Aim

Getting maximum impact in minimum time

What's it all about?

Good writing leaves readers inspired by what they have read and open possibilities. Readers then literally turn words into actions. This workshop shows participants how to create the intimacy and passion that all good writing demands regardless of the format.

Why iOpener?

Letters, speeches, internet documents, marketing plans, proposals and reports are the bread and butter of business. Because they catalyze action and get results. Our team is grounded in writing skills because like every business, these lead to success.

How?

This workshop concentrates on style and content for many different types of document. Participants will focus on their own personal needs and requirements during the workshop. And they'll both give and receive feedback on what they write. That means submitting written documents before the workshop in order for facilitators to prepare and tailor the workshop so that it fits everyone's needs.

Participants?

This workshop is for up to six people for a whole day and four people for a half day workshop.

Outcomes:

Participants will:

- Know how to plan and prepare a variety of business documents
- Understand the key success criteria for different documents
- Be able to use language effectively
- Write logical, punchy and credible documents
- Implement techniques and receive feedback during the session

Participants cover:

- Identifying and using personal differentiators to maximize clarity
- Working with the four modes: exposition, argument and persuasion, narrative, and description
- Using the relevant modes at work: practice editing and feedback
- Writing for the web
- How to 'write tight'

Target group

Participants who want to take their writing to the next level.

Duration

1 day

Communication fundamentals

Aim

Communicating clearly and maximizing potential

What's it all about?

This seminar looks at the key skills leaders need to communicate in the workplace today. Today technical skills are not enough; everyone needs to get their message over to improve team work, team/cross functional relations and personal prospects. This course will ground people in those skills.

Why iOpener?

The whole team relies on these skills to lead and manage workshops. We model them in what we do, and how we do it. And without them it would be impossible for us to work multi-nationally or with diverse groups.

How?

We'll concentrate on interactive and practical exercises with different methodologies including several skills practice sessions with immediate feedback, flip chart exercises, video clips, card sorts and multiple choice exercises. Participants will receive peer and 1:1 feedback.

Participants?

This workshop is for eight participants. They should supply any assessments, PDPs or profiling tools they have recently completed (NEO, MBTI, Belbin, 16PF etc) to continue working with them for further insight.

Outcomes:

Participants will:

- Gain a thorough knowledge of the principles and components of successful interpersonal communication
- Develop an awareness of personal style and development pointers
- Practice the tools of effective communication so that others see them as they wish to be seen
- Improve performance and build confidence

Participants cover:

- Understanding key principles of good communication
- Becoming self-aware: strengths and development needs
- Transmitting the message: the means to buy-in
- Rapport building: others' wavelengths
- Using language: building positive frames, structure and clarity of communication
- Putting an idea into the world: making is short and snappy
- Understanding what affects your messaging ability
- Projecting confidence and leaving a positive impression
- Staying on track: checking mechanism

Target group

Any frontline leader who wants to build oral communication skills

Duration

1-2 day

Drafting and delivering speeches

Aim

Writing and delivering words that change minds

What's it all about?

A good speech is an experience that leaves the audience enthused and inspired by what they have heard. People are opened to possibilities; they make connections to higher ideals and words turn to actions. But many speeches are interminable – or miss their mark entirely. This workshop shows participants how to create the intimacy and passion that a good speech demands.

Why iOpener?

Speeches are about planning and delivering words. About what is said and how it's said: It's a low tech experience which transports an audience to a different domain. Our facilitators are grounded in language skills because it's the language that's used and they way it's used that marks a speech as successful – or not.

How?

This workshop concentrates on style and content. Participants will cover the basics of successful speech drafting and delivery. To do this everyone will start to prepare and deliver the first few minutes of a speech which is video-ed for feedback purposes.

Participants?

Everyone will work on a speech during the day, so you will need to come with an idea that you would like to develop. This workshop is for up to six people.

Outcomes:

Participants will:

- Know how to plan and prepare their speeches
- Understand the key success criteria in speech-writing
- Be able to use language effectively
- Develop strong starts and endings
- Know how to use typical rhetorical techniques
- Practice key moments
- Analyze successful speeches

Participants cover:

- Recognizing the differences between speeches and presentations
- Using language: what makes a speech powerful and passionate
- Structuring speeches: options available
- Analyzing speeches: famous and less famous speeches: connecting to an audience
- Starting and ending speeches
- Keeping attention high: varying rhythm and pace
- Using rhetorical techniques and working with pauses
- Displaying confident body language

Target group

Participants who want to understand how to draft and deliver speeches to any audience at any level.

Option

We can provide one-to-one coaching with a professional speech-writer

Consider combining this with a leading with stories workshop

Duration

1-2 days

Media skills

Aim

Dealing effectively with the press and getting messages over

What's it all about?

Journalists want news or views fast. So fast that leaders simply don't have time to prepare what to say in detail. So it's important to understand the key do's and don'ts before talking to any print, radio or TV outlet: one bad interview can have dramatic consequences for you, your organization, your stakeholders and the public.

Why iOpener?

We only work with selected current world-class print, radio and TV news journalists to ensure that you get to learn from people who do this kind of interviewing all day every day. They will show you how to hold your line whatever the question and ask you really tough stuff until you can produce a great answer. That means when you go out there you'll protect your reputation as well as that of your organization.

How?

This workshop is more of an intensive coaching session which covers all the practical issues in a media interview. You'll do an interview and you'll practice the different styles that you might need depending on the news outlet you're delivering to. You are interviewed and debriefed by a journalist while working with a coach too.

Participants?

This workshop is for from one up to a maximum of four participants.

Outcomes:

Participants will:

- Understand what media outlets are looking for to deliver to their needs
- Know how to hold their line and stay on message
- Understand and avoid typical traps
- Know what to say in different types of interview
- Start to deliver a sharp and to-the-point answer to the hardest questions

Participants cover:

- Understanding how the media operates: print, radio, TV and social media
- Recognizing what are journalists looking for vs. what you want them to know
- Refreshing participants' skills
- Avoiding picking up, using and denying negative words
- Sounding snappy – sound bites
- Managing crises: deflecting tricky issues and sounding sincere
- Explaining really complex ideas as simply as possible

Target group

Any leader who faces media exposure.

Option

Follow this up with one-to-one coaching sessions in advance of any media opportunities.

Duration

1 day

Personal impact

Aim

Creating impact – getting results

What's it all about?

This workshop investigates the tools and techniques needed to create impact with any stakeholder. So that people not only remember leaders they have encountered but act on what they have to say. Participants will achieve this through understanding different ways to express messages and flex their styles and to do this with confidence.

Why iOpener?

We have delivered this workshop to more than 2000 people. Which means we have developed a toolkit that suits technically skilled leaders who are looking to extend their skills as they move into positions of wider influence within their organizations.

How?

We'll concentrate on interactive and practical exercises with different methodologies including several skills practice sessions with immediate feedback, flip chart exercises, video clips, card sorts and multiple choice exercises. Participants will receive peer and 1:1 feedback. In addition we offer an on-line 360 tool to collect feedforward before the workshop.

Participants?

This workshop is for a maximum of eight participants. We recommend that the workshop is supported by actors so participant rehearse difficult situations in as real a context as possible.

Outcomes:

Participants will:

- Develop an awareness of personal style
- Increase choices in dealing with others
- Understand different tools that accelerate impact and buy-in
- Recognize others' needs when under pressure
- Create personal action plans for key stakeholders

Participants cover:

- Understanding presence in terms of words, voice and body language
- Analyzing personal preferences and styles
- Building rapport with everyone
- Approaching others and doing this with confidence
- Dealing with status and jeopardy: handling challenges
- Working with words, voice and body language
- Projecting authority under public pressure
- Developing options: flexing styles and using levers of persuasion
- Deflecting the heat by using narrative and vignette

Target group

Any leader who wants needs to project impact both outside and inside their organization.

Option

Combine this with a networking workshop.

Duration

1-2 days

Presentation skills

Aim

Principles and practice of presentations

What's it all about?

This is a 1.5 - 2 day intensive program which focuses on content and delivery. This workshop is aimed at people who have some experience but know that they need tools and feedforward to improve their performance.

Why iOpener?

This is a very popular frontline leadership workshop. We consistently get excellent feedback for it and everybody sees a consequent quantum leap in their performance which immediately boosts confidence. Our focus is on presenting in a multi-national context to mixed groups who may include important stakeholders.

How?

Each participant presents twice: this consists of a prepared presentation and an improvised one. We use video recording and give group as well as private feedback to each participant.

Participants?

Six participants is the maximum number to make this an effective workshop. Small groups enable real learning to take place. Each participant should bring a typical 10 minute presentation they might have to give.

Outcomes:

Participants will:

- Understand how to make clear, powerful presentations that persuade and win support for ideas and products
- Know how to enhance their professional and corporate image
- Be able to demonstrate 'on-your-feet' thinking
- Learn practical tools to motivate, persuade and check buy-in

Participants cover:

- Structuring your presentation: FACE IT
- Using language for influence and buy-in
- Opening and closing your presentation with maximum effect
- Using your voice and body language
- Handling difficult questions and situations: interruptions, hijacks, open laptop or phones
- Keeping the audience's attention high
- Motivating an audience and delivering a powerful message; rhetorical techniques
- Breaking the bad news: how to do it
- Evaluating famous speakers and some CEOs; video clips

Target group

Leaders who need to influence key players both inside and outside their organizations.

Duration

1-2 days

Advanced presentation skills

Aim

Refining the practice of presentation

What's it all about?

The higher you climb in any organization the more important your presentation skills become. You have to get your message right every time. This workshop will help prepare you for those make or break moments, so you can deliver with confidence and credibility.

Why iOpener?

Senior leaders cannot afford to deliver a single bad presentation without it affecting their reputation. The right tools can help deal with tough situations like pitching to raise money, dealing with analysts and announcing redundancies. We can share those tools with you. And we know they work because we coach this workshop at board and senior executive level.

How?

Each participant presents twice. They need to come with a presentation which they will deliver during the course of the session. During the workshop all participants receive a 1:1 private mini-coaching session.

Participants?

A maximum of four participants allows us to focus and ensure that we meet individuals' needs.

Outcomes:

Participants will:

- Be able to formulate powerful messages that persuade difficult internal and external customers

- Have the tools to understand key drivers at senior level
- How to deal with tough objections and close them
- Practice delivering delicate political messages
- Analyze experts and top CEOs presenting and speech making

Participants cover:

- Revisiting structure; are they really FACING it?
- Knowing what really persuades and motivates: flexing your style
- Crafting message shape: how to position good and bad news orally
- Explaining the need behind the need. And check buy-in
- Delivering the hardest messages: how to do it using anecdotes to help
- Overcoming resistance: how to do this
- Using rhetorical techniques revisited
- Inspiration for ending and calls to action

Target group

Anyone who needs to influence key decision makers internally and externally.

Option

We can coach this skill one-to-one or in small groups before high-stakes presentations.

Duration

1-2 days depending on needs.

Leading with stories

Aim

Using narrative for managing messaging at all levels

What's it all about?

This is a one day program which focuses on a little-used tool: storytelling. In an era of increased communication, leaders need to be able to create impact both one-to-one and one-to-many. A key and powerful tool to achieve this is anecdote. Anecdotes can encapsulate key messages while simultaneously allowing leaders to disclose their personal side. That way they create connections with stakeholders at an emotional level. The level that results in action.

Why iOpener?

We have developed a strong and practical workshop with a tried-and-tested process which has incredible impact and helps leaders cascade strategy and change in an insightful and understandable way. Our offering enable leaders to get results fast.

How?

We'll analyze anecdotes that work, share the development process and then practice delivery. Everyone is videoed and given individual feedback and coaching to take their skill to the next level. It's a fast moving day in an atmosphere which encourages people to try new strategies.

Participants?

We take a maximum of six people on this workshop. This allows us to take a coaching approach and means that everyone has enough time to try out two different stories.

Outcomes:

Participants will:

- Analyze why anecdote creates understanding and motivation
- Understand how to develop anecdotes that fit the business need
- Practice and select rhetorical techniques that work for them
- Develop and deliver stories that link the personal and the organization
- Receive 1:1 coaching that will develop and build on their oral communication skills

Participants cover:

- Analyzing why stories and how to use them
- Checking that the story fits the need
- Investigating story type and structure
- Illustrating strengths and finding passion
- Engaging language and rhetoric
- Expressing the tough stuff through the story
- Creating and delivering your story
- Getting feedback on what you say and how you say it
- Investigating others who do this well

Target group

Any leader who needs to communicate new and potentially difficult messages.

Option

Consider this as an add-on to the speech drafting and delivery workshop.

Duration

1 day

Section 4: Managing my performance

Building resilience

Aim

Increasing your tools for maximizing resilience in yourself and others.

What's it all about?

Giving leaders the skills to handle setbacks not only enables them to stay focused on the task in hand and make better decisions. It increases the energy they have available to lead others and themselves. This program takes new techniques developed in house that apply to the challenges of leadership - to deal with both small and large adversities.

Why iOpener?

We have an in-depth understanding of this skill set, developed by working in the leadership arena. And an understanding of resilience; it's causes and effects is a key part of our in-house research. The experience of researching, using and teaching these skills, combined with our business experience ensures that the program is highly relevant to all leaders.

How?

Participants bring examples of setbacks that they have faced with them to the program. They will work on these throughout the session, learning and developing skills in a fast-paced interactive way. By using and applying techniques to personal examples, skills are embedded fast. Learning is personal and meaningful while the skills practical and applicable.

Participants?

A maximum of eight participants allows us to focus and ensure that we meet individual needs. Everyone needs to be willing to talk about issues that they have found tough to deal with.

Outcomes:

Participants will:

- Develop a greater understanding of the factors that affect resilience, how this impacts on leadership style, working relationships and decision-making.
- Develop specific techniques for handling ongoing challenges and 'in the moment' resilience
- Apply different tools in appropriate settings
- Minimize the 'distractions' of small setbacks that get in the way and reduce motivation and energy
- Be able to use the techniques with others to help them deal with adversities and challenges

Participants cover:

- Defining resilience: what it is and how to identify personal 'triggers'
- Understanding a cognitive model to demonstrate how beliefs affect behavior
Identifying beliefs that hinder effectiveness
- Recognizing energy and its effects
- Challenging beliefs in order to get to a realistic and accurate understanding of the situation
- Working with tools to build participants' resilience kit
- Minimizing the occurrence and impact of setbacks going forward

Target group

Any leader who has been under consistent pressure over a considerable period, or who has gone through difficult times at work.

Duration

1-2 days

Developing confidence

Aim

Building inner strength for outer success

What's it all about?

This seminar looks at how to build confidence with peers, customers and senior management. So that people leave this session knowing what their confidence enhancing and reducing triggers are and how to manage them positively.

Why iOpener?

Not only have we been researching confidence in our 5 year research program, we have a deep understanding of what it is and how to boost it. iOpener has specialists working on this subject who help to build the confidence of both executives and non-executives in the public and private sector. Our success in facilitating and coaching this field has meant we have been working with some of our clients for many years.

How?

We take a coaching approach to this workshop so that everyone needs to come ready to disclose what they find tough. That way participants deal with a wide variety of working situations. Through role-play, videoing, and undertaking challenging tasks, everyone will get feedback on how they handle difficult situations while developing their personal tool-kit.

Participants?

This workshop is for eight participants; small groups ensure that we deal with all individuals' difficult and personal situations. Everyone should come ready to talk about two situations in which they would like to feel more confident.

Outcomes:

Participants will:

- Learn tools to shift their inner mental models
- Develop techniques to recognize how to deal with personal tough situations
- Think about how they react under pressurized situations
- Understand what to change and how
- Build a repertoire of responses

Participants cover:

- Getting a clear idea of what confidence looks like, sounds like and feels like
- Understanding what confidence consists of and how it affects contribution: the iOpener 5C model
- Recognizing personal hot spots: what causes reduced confidence in individuals' environments
- Understanding the confidence gap: competence, connectedness and choice
- Surfacing negative thoughts and circumstances then bridging with positive evidence
- Recognizing confidence in self and others: words, voice and body language
- Building my confidence tool-kit

Target group

Any leader who wants to build and project inner confidence

Option

Follow this workshop up with a one-to-one coaching session for all participants to embed techniques and learning.

Duration

1 day

Maximizing motivation and personal performance

Aim

Putting the most in and getting the most out of professional life

What's it all about?

Time management courses are seldom successful over the long-term. That's because they don't tackle the fundamental issue which is what motivates you and what maintains that motivation over the longer-term. This workshop focuses on what makes you want to go the extra mile and organize yourself to do that. Because this is where spending your time, effort and energy will pay big dividends for you and the organizations you work for.

Why iOpener?

This course is based on our unique in-house research into what makes individuals productive and the factors that affect that productivity. Based on our CEO Jessica Pryce-Jones's book '[Happiness at work](#)' we look at the tools and techniques that enable individuals to better understand what makes them tick.

How?

Participants need to come having completed an iOpener People and Performance Questionnaire. They'll spend time analyzing their results, thinking about what works and working out how to deal with their own personal situations. This workshop will involve reflection.

Participants?

A maximum of 9 participants allows us work in a coaching style to get to the root of what motivates everyone and how to boost that. This workshop will involve a lot of self-reflection and working in small groups to enable deeper understanding of self.

Outcomes:

Participants will:

- Understand their key drivers at work
- Recognize when they operate well in their environment and when they don't
- Investigate what they control, influence and can action
- Think about how to manage difficult situations
- Learn practical techniques to maintain focus and performance

Participants cover:

- Understanding motivation and productivity: the iOpener 5C model
- Assessing how I achieve my potential and what this means for me
- Understanding energy and what adds to and subtracts from my energy bank
- Contribution less or more: critical elements
- Conviction: motivation and competence, correctness and choice
- Culture: what I find restrictive and enabling
- Commitment: understanding what I find worthwhile and how I leverage that
- Confidence: how this affects motivation and what I can do about it
- Making this happen: how I manage my next steps

Target group

Anyone who wants to manage their time, effort and energy better.

Option

Think about offering employees a fully rounded picture of themselves by inviting them to complete our i360. This will enable them to better understand how they impact their colleagues.

Duration

2 day

Working with difference

Aim

Getting the best out of different others

What's it all about?

Understanding and managing difference is something that will give leaders a competitive edge. That will result in rising above trivia to truly reach their potential while leveraging that of those around them. In today's working world this is an essential skill for any leader who needs to work with people from different functions, backgrounds or cultures. This workshop will teach show participants how to recognize what matters to others to bridge any divide; that way difference becomes an asset not a liability.

Why iOpener?

Our team is a highly diverse group of people many of whom have worked in other cultures and languages or who have changed professions. That means they have practical hands-on experience of what it's like to be faced with uncertain or unexpected situations which create leadership dilemmas. But most importantly they also have had the experience of dealing with them.

How?

This workshop contains both the theory and practice of working with difference. Participants need to be willing to understand some of the theory in order to build their self-awareness. They will be expected to work on typical dilemmas and make choices about how they'd deal with them. And in doing so learn skills and tools that will boost their ability to deal with difference.

Participants?

This workshop can be modified for groups of between 6-20 depending on clients' needs.

Outcomes:

Participants will:

- Understand what difference is
- Recognize when it emerges most clearly
- Investigate levels of awareness and factors that affect it
- Understand differences between personality and practice
- Explore tools for dealing with difference in the short and medium term
- Think about long-term steps for building leadership expertise

Participants cover:

- Recognizing the pluses and minuses of difference
- Working with cultural icebergs: above and below the waterline
- Understanding assumptions: how they work and how to see them in yourself
- Investigating differences between personality and culture
- Working with tools to bridge divides when meeting new people
- Bridging gaps in understanding when working with colleagues and long-term stakeholders
- Understanding clashes and how to work through them
- Honing practice and developing my knowledge

Target group

Any frontline leader who would like to deepen their understanding and effectiveness when dealing with difference.

Duration

0.5-1 day depending on outcomes and participants.