



Growth Factor Consultants

PROGRAMMES
LIBRARY



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About Growth Factor Consultants

Through a diverse range of workshops, we assist businesses, their employees and individuals to grow their abilities and skills and to make positive behavioural changes in order to realise their full potential.

The list below are some of the programmes that we offer, **but we also customise programmes according to our clients' needs**. If you have a training need that is not addressed by one of these programmes, please speak to us and we will develop and customise a training programme to address your exact need.

Virtual Instructor Led / Interactive Online Training :

Virtual instructor-led training is transforming the way millions of people learn, both on and off the job. Growth Factor is offering it as part of our broader solution for training and development. One of the benefits of Virtual Instructor-Led Training is that busy professionals can choose when and where they would like to participate in training courses – whether they are at home, in the office, or on their mobile devices.

All of our programmes can be delivered either as an online or face-to-face intervention. If delivered **face to face**, most of the programmes consists of **a two day workshop**.

Our online offering is done as **three-hour workshops** of **four or five sessions** depending on the length of the programme. We limit these sessions to a **maximum of 12 delegates** to maximize engagement.

Delegates receive their workbook as a PDF and receive additional worksheets and practical assignments before and after each session. The requirements for these sessions are a stable internet connection and a device that can connect to the internet with both audio and video capabilities. We strongly recommend that the video stays on for the duration of the session.



Abstract Writing

Aim

An abstract is **a concise summary of an experiment or research project**. The purpose of the abstract is to summarise the research paper by stating the purpose of the research, the experimental method, the findings, and the conclusions.

This course aims to teach delegates the key steps in writing an abstract for a project.

Learning outcomes

Delegates will learn the following:

- What is an Abstract?
- The purpose of abstracts
- Types of abstracts
- What is included in an abstract
- Qualities of a good abstract
- Strategies for writing an effective abstract
- The steps in writing an abstract
- Analysing the target audience
- Identifying keywords and messages
- Structuring the abstract
- Using appropriate language and tone
- Formatting and style guidelines
- Common language errors to avoid
- Criteria used to assess an abstract
- Mistakes to avoid while writing an abstract
- Hands-on practice writing exercises



Adaptive Leadership

Aim

Adaptive Leadership is an approach to leadership best applied where change is ongoing, where ongoing problems persist and where the future is becoming more uncertain because of multiple factors, i.e. technology

Learning Outcomes

On completion of this program delegates will know:

- What is Adaptive Leadership
- The advantages and disadvantages of Adaptive Leadership
- The Four Dimensions of Adaptive Leadership
- About different leadership styles
- How to decide which leadership style will serve them
- What things are worth keeping and what to change in their organisations
- How to lead teams of teams
- How to free up decisionmakers
- The value of experimentation
- Becoming agile by innovating fast
- Discarding what doesn't work
- Accountability in Adaptive leadership
- Maintaining a sense of mission and purpose



Agile Project Management

Aim

The aim of the programme is to introduce the delegates to Project Management and Agile Methodologies of managing projects and provide them with tools to bring projects to completion the Agile way.

Learning Outcomes

On completion of this program delegates will know:

- About Project Management Methodologies
- Where Agile Project Management fits in
- What Agile Project Management is?
- The Principles of Agile and how to apply them
- Sprints and how they work
- Backlogs and how they are used
- Cross functional teams in agile
- Iterative and incremental development
- Scrums and the role of the Scrum Master
- The role of User case and User story
- Phased deployment
- The three different Agile Roles
- The Agile Artefacts used in all projects
- The Agile Events that are carried out during the project
- How Agile can be generalized across business



Art of Facilitation

Aim

Facilitation is the art of focusing group energy on reaching a specific goal or shared objective. It's a diverse field and relies on facilitators who have a broad repertoire of facilitation skills and approaches.

As a facilitator you help a particular group of people towards a shared objective by keeping an eye on the framework and the ultimate goal of the process. Primarily facilitation is about PROCESS. Facilitators guide the process in terms of form and goals but not in terms of content. Facilitation is thus about process – how you do something – rather than what you do. The aim of this course is to equip delegates with the skills and knowledge to design a facilitation process and gain the skills to successfully facilitate any group.

Learning Outcomes:

This programme will teach delegates:

- What facilitation is and how to follow this approach
- Skills and Meta-Skills needed to be a successful facilitator
- The core Communication Skills needed to be a facilitator
- The elements of Process design: Why, How, Settings and Resources
- How to design and execute a facilitation process
- How to facilitate a session including ice breakers, structuring the sessions, conducting, and ending group discussions.
- How to handle difficult situations during facilitation
- How to handle over- and under participation
- How to steer the group when energy turns negative
- How to handle conflict in the group
- How to deal with 'two-camps, no movement'
- How to interact with the group immediately after and 1-3 month after the training.



Assertiveness

Aim

Assertiveness is a style of communication. The aim of this course is to equip delegates with the beliefs, skills and knowledge to express their feelings, thoughts, beliefs and opinions in a way that respect their own rights as well as the rights of others.

Learning Outcomes:

This programme will teach delegates:

- How to define Assertiveness
- Different communication styles including Assertive Style
- The different ego states of Transactional Analysis and how this relates to assertive communication.
- Be able to assess their own level of Assertiveness
- How to use the LADDER model as assertion process
- How to think more Assertive
- How to change your beliefs in order to be more assertive
- How to behave more Assertive
- The different types of Assertive responses
- How to say “No” Assertively
- How to handle feedback and criticism assertively
- How to assertively give feedback
- How to assertively deal with disappointment



Business Activity Management

Aim

The aim of this program is to equip delegates to deal with challenging scenarios in the workplace. Delegates learn to problem solve, plan, organise delegate and lead as well as how to build and grow a team.

Learning Outcomes

On completion of this program delegates will know:

- The basic principles of Root Cause Analysis and how to find the root cause
- How to apply Root Cause Analysis tools to identify a problem and plan a performance or cost improvement.
- How to prioritise tasks using the Urgent / Important matrix
- How to do daily planning and apply time management tools
- How to compile and deliver a presentation
- How to plan, lead, organize and delegates tasks
- How to deal with generational differences within the organization
- Why teamwork is so important
- How to identify dysfunctions within a team



Business Writing for a range of Contexts

Aims

The aim of this course is to equip learners to use the writing process to compose texts required in the business environment. It is intended to promote clear, unambiguous communication in plain language and to improve the quality of written reports and other texts that are specific to a business environment.

Learning Outcomes

After completing this module, the learner will be able to use the writing process to compose texts required in the business environment, by successfully completing the following:

- Write/sign effectively and creatively on a range of topics
- Choose language structures and features to suit communicative purposes
- Edit writing/signing for fluency and unity
- Use textual features and conventions specific to business texts for effective writing
- Identify and collect information needed to write a text specific to a particular function in a business environment
- Compose a text using plain language for a specific function
- Organise and structure a text appropriately for a business function
- Present a written text for a particular function in a business environment
- Interpret and rephrase technical or marketing terms and jargon
- Checking text for accuracy, factual correctness and logical sequence
- Select appropriate text type, format and layout
- Enhance the readability of the text
- Evaluate information in the document
- Proofread and reorganise their writing



Business E-mail Writing Skills

Aim

The aim of this workshop is to provide learners with the competencies needed to write professional emails aimed at:

- Getting attention
- Giving information
- Prompting action
- Building and maintain customer relationships

Learning Outcomes

On completion of this programme delegates will know:

- Why effective email writing is important
- The basic rules of business writing
- How to apply punctuation rules
- How to write in the active voice
- How to write number and use number lists
- How to use gender-neutral terms
- How to ensure that you spell correctly when writing emails
- What phrases to avoid when writing emails
- To identify the purpose of the email and plan their writing well
- How to write customer-centric email messages
- How to write professional subject lines that get attention
- How to write emails that provide clear, focused information
- How to use language that will prompt people to act
- How to handle customer complaints in writing
- How to deliver “bad news” in writing
- The do’s and don’ts of email communication
- How to organize and manage emails



Change: Communicate & Deal with Change

Aim

The aim of this workshop is to help employees to effectively deal with change. They are supported in recognising their own responses to change, how to communicate change and how to support their fellow workers in change.

Learning Outcomes

Module 1

- The nature of change: Types, Degrees, and Categories
- The factors that necessitate change
- The benefits of change
- How humans are prone to respond to change
- Resistance to change and how to overcome this
- How to effectively handle change
- How to make change work for me
- How to communicate change to others at work
- The Process Model for change: Step 1 to 8

Module 2

This module focusses on personal reactions and emotions and what it actually feels like during a workplace change or a personal change. It provides learners with a logical framework to assist them in gaining perspective on the change situation they are facing and its impact and helping them develop insight that will guide them through the transition. It help learners take responsibility for how they react and respond to change by giving them a set of tools and techniques of self-awareness and assessment to help them on the road to change.

- Clearly understand how it feels like during a change situation
- Understand and follow a six-step process to help you take responsibility for how you react and respond to change.



Change Management

Aim

The aim of this workshop is to help employees and managers understand how to effectively deal with change. They are supported in recognising their own responses to change, how to communicate change and how to support their fellow workers in change. They are also equipped with tools to design and implement change management efforts.

Learning Outcomes

Delegates will learn

- What change is
- Why change may be necessary
- The different types and degrees of change
- The phases in which humans are prone to respond to change
- Resistance to change and how to overcome this
- How to effectively handle change
- How to make change work for me
- How to communicate change to others at work
- Different change management models
- How to lead change
- Principles of effective change management
- The difference between Change Management and Change Leadership



Coaching for Performance

Aim

The aim of this program is to help Managers and Team Leaders develop the skills and knowledge to become Performance Coaches for their team using a proven process.

Learning Outcomes:

On completion of this program delegates will know:

- The differences between mentoring, coaching, counseling, and training and give an indication of when each is appropriate.
- The roles and responsibilities of the Coach and Mentor, as well as the employee to be coached / mentored.
- The nature of the coaching and mentoring relationship and effectively manage the relationship
- The attributes of a great coaches and mentors and evaluate themselves against these criteria
- Why coaching and mentoring is important and how it contributes to business success
- How to identify opportunities for coaching
- How to conduct on-the-job coaching sessions
- How to conduct effective and goal orientated mentoring sessions
- How to arrange and prepare for a coaching and mentoring session
- How to gather performance data and monitor progress
- How to apply a step-by-step model and processes for coaching and mentoring including underperforming employees
- How to apply effective listening skills and questioning techniques
- How to give honest feedback to employees
- How to identify problems and assist employee in finding solutions
- How to discuss career goals and prospects with employees



Communication Skills

Aim

This program aims to equip managers and team leaders with the skills they require to influence colleagues reporting to them in the most effective and efficient way possible. When managers are able to influence people towards a defined outcome, they become more effective and get better results

Learning Outcomes:

On completion of this program delegates will know:

- How to present their ideas in an effective and professional manner
- How to build rapport to enhance relationships
- How to conduct themselves assertively
- How to express their emotions constructively
- How to communicate understanding of other's thoughts and feelings
- How to use questions to get quality information
- How to give constructive feedback
- How to elicit feedback from others and respond appropriately to feedback
- How to use body language to enhance verbal messages
- How to influence others towards action
- Various strategies to improve and maintain their relationships with others
- Powerful communication strategies that promote teamwork and trust



Conflict Management

Aim

Team Leaders has to deal with team dynamics effectively. Teams need quality leadership to create a high-performance culture and environment. This module focusses on what then team needs in order to become a high-performance team.

Learning Outcomes:

On completion of this program delegates will know:

- What is conflict?
- The difference between Issue- and Personal Conflict
- Causes of conflict in the workplace
- Conflict Management Styles
- Maintaining an Assertive stance while avoiding Aggression and non-assertive behaviours
- A Conflict Management Process
- Why difficult / crucial conversations are important
- How to set up a crucial conversation
- Understanding the role of Empathy and Intentions in conversations
- How to stay in dialogue when the going gets tough
- How to manage my emotions before, during and after crucial conversations
- The Importance of a shared purpose
- How to clearly distinguish between fact, opinion, and emotion in communication
- How to make sure there are follow-through on agreements
- What the process is of getting to an agreement
- How to prove they are listening to content, emotions, and hidden message



Creative- & Critical Thinking

Module 1: Creative Thinking

The traditional office life doesn't always leave a lot of space for creativity – we have deadlines, projects and meetings all vying for our attention. It sometimes feels easier to do what we've always done to ensure we are hitting those KPIs or targets. However, if we can apply creative thinking to our work, we can unlock more meaningful, efficient, and exciting results which can alleviate stress personally, whilst positively impacting the bottom line for the company.

With this in mind this course has been designed to equip you with the techniques to solve problems creatively in the complex, hectic reality of everyday life.

Learning Objectives

- Identify what being creative means, and explore the differences between divergent and convergent thinking
- Understand how our brain works, and explore the best "brain state" for creativity
- Explore the concept of "rivers of thinking" and how small changes can aid the unblocking of creative barriers
- Discover how playing different roles can improve our divergent thinking and creativity
- Look at ways we can ensure a growth mindset whilst we tackle creative problems

Module 2: Critical Thinking

We live in a knowledge-based society, and the more critical you think the better your knowledge will be. Critical Thinking provides you with the skills to analyse and evaluate information so that you are able to obtain the greatest amount of knowledge from it. It provides the best chance of making the correct decision and minimizes damages if a mistake does occur.

Critical Thinking will lead to being a more rational and disciplined thinker. It will reduce your prejudice and bias which will provide you a better understanding of your environment. This workshop will provide you the skills to evaluate, identify, and distinguish between relevant and irrelevant information. It will lead you to be more productive in your career and provide a great skill in your everyday life.



Learning Outcomes

The objectives for this course are as follows:

- Understand the components of critical thinking
- Utilize non-linear thinking
- Use logical thinking
- Recognize what it means to be a critical thinker
- Evaluate information using critical thinking skills
- Identify the benefits of critical thinking
- Revise perspective, when necessary
- Comprehend problem solving abilities



Customer Centricity

Aim

This course have been designed to enhance your organisation's customer service offering and focuses on tangible actions that participants can take back to the workplace and implement quickly and easily.

Learning Outcomes

On completion of this program delegates will be able to:

- How to lead Customer Centricity
- How to create a client centric environment at my business
- Understanding the link between staff engagement and customer centricity.
- Dealing with Customer Service failings.
- Clearly identify the do's and don'ts of customer service and measure themselves against them
- Describe the important part that being customer-focused plays in ensuring the success of their organisation
- Build their customer brand, fill gaps in service and develop methods of creating a great customer experience
- Follow clear techniques to help manage difficult customer issues effectively.
- Detail the customer's journey within the organisation and identifying touchpoints where service can be improved, altered or adapted. The key challenge here being 'how are you going to do that?'
- Manage customer expectations by understanding customer service expectation levels and focusing on the five key areas of customer service; Reliability, Assurance, Tangibles, Empathy and Response.
- Deal with customer complaints by establishing why they occur, what can be done about them and how we can stop them from happening.



Employee Relations Programme

Aim

The aim of this workshop is to equip learners with the knowledge and skills to develop healthy relationships between employee and employer. Employee relations **form the foundation of trust between an organization and its employees** therefore it is vital that there is a mutual understanding and application of the organizations code of conduct. The workshop will assist to improve relationships and collaboration in the workplace.

Learning Outcomes

On completion of this program delegates will be able to:

- Understand performance optimisation
- Demonstrate contracting principles
- Understand the role of the manager in fostering positive employee relations
- Maintain healthy working relationships with other employees
- Understand the company's disciplinary code
- Understand the rights of employers and employees within the organisation
- Demonstrate understanding and application of **Employee Relations** in the context of disciplinary investigations and interviews
- Understand misconduct & fairness in a disciplinary process
- Be able to conduct an investigation
- Practice drawing up a charge
- Be able to conduct a disciplinary interview
- Understand how to issue a sanction
- Understand the role of the CCMA



Generational Management and Mentoring

Aim

The Strauss-Howe Generational Theory describes a recurring cycle of age cohorts called 'generations' with specific patterns of behaviour. In their work they indicated that generations occur roughly every 20 years and are distinct in that they are shaped by different circumstances, parenting styles, values and media exposure. Peoples' values are largely formed by age 12, and these values determines preferences, relationships and decisions throughout their lifetime. This programme explain the main categories of generations and the broad strokes of similar traits that they share.

Learning Outcomes:

This programme will teach delegates:

- What is Generational Theory?
- Generations in the spotlight
- South Africa's unique influence on the generations
- Introduction to Mentoring
 - What is mentoring
 - What is mentoring not
 - The benefits of mentoring to all parties
 - Personal Attributes of a mentor
- Building and Maintaining a Mentoring relationship
- Reverse Mentoring
 - What is Reverse Mentoring
 - The benefits thereof
 - How to implement a reverse mentoring programme
- Manage remote workers in a generational sensitive way



Having Tough Conversations

Aim

The focus of this intervention is to help leaders have tough conversations in order to create greater alignment, openness and the ability to deal with challenging circumstances in a robust, honest and vulnerable manner that will unleash the team's ability to move forward.

Learning Outcomes

On completion of this program delegates will know:

- What constitutes a tough conversation
- Why crucial conversations are important
- How to set up a tough conversation
- Understanding the role of Empathy and Intentions in conversations
- How to stay in dialogue when the going gets tough
- How to make it safe to have tough conversations
- How to manage my emotions before, during and after crucial conversations
- The importance of a shared purpose
- How to clearly distinguish between fact, opinion and emotion in communication
- How to make sure there are follow-through on agreements
- Understanding the process to reach an agreement
- How to prove they are listening to content, emotions and hidden messages
- Examples of tough conversations
- Role plays and scenarios



Influencing without Positional Power

Aim

In many companies the company structure has changed from hierarchical to functional. One of the results of this change is that there are more and more people who are required to influence colleagues and contractors without having any authority over them. In this environment a whole new strategy of influence is required to get the job done. This program equips employees with a variety of techniques and skills to make them more influential.

Learning Outcomes

On completion of this program delegates will know:

- Understand why people behave in the way they do
- Understand the different kinds of influence available to them
- Understand what influences people respond to in a variety of situations
- Develop the core skills to apply the influencing techniques
- Build a library of questions
- Learn 3 different approaches to get co-operation
- Learn a number of techniques to apply
- Build an influencing strategy in order to be more effective in all situations
- Using some techniques from NLP to create higher impact
- Learn about the 6-phases of influence
- How to cultivate “buy-in”
- How to practically apply a range of specific influencing techniques and strategies



Intra- & Inter Personal Skills

Module 1: Intra-Personal Skills

Aim

The aim of this workshop is to help learners to maintain emotional resilience and overcome limiting beliefs that prevents them from delivering excellence in a sustainable way. The program will help learners understand their emotions and develop their ability to choose the appropriate emotion and action in the situation.

Learning Outcomes

- To understand themselves and what motivates them
- How to create their emotional responses
- How to better manage stress
- How to reframe their experiences for better results
- How to anchor positive emotions
- How to create the life experience they want
- How to develop an internal locus of control
- The value of an internal locus of control
- How to grow in self-awareness
- About core beliefs and their impact
- How to explore limiting beliefs
- Learn about choice and response

Module 2: Inter-Personal Skills

Aim

The aim of this module is to equip you with the skills to prove understanding, use questions effectively, express yourself clearly and use influence to achieve more impact in your communication with your clients and employees.

Learning Outcomes

- What transactional analysis is and how it presents in interactions?
- How to be self-aware
- How to develop self-responsibility
- How to listen actively on three levels, i.e., words, emotions, and underlying messages
- How to connect with the client by building rapport
- How to probe with questions to understand the client's map
- How to use the client's map to motivate behavioural change
- How to use the power of questions to control conversations
- How to express yourself
- How to improve the tone of your voice
- How to use engaging language with clients



Leadership Team Coaching

Aim

Becoming a leadership coach requires commitment to the team for a set period of time in order to assist them to realise their potential. Business Team Coaches are committed to making the team work. This includes reminding the team of their identity, helping the team identify visible behaviours that serves their values, helping the team function with honesty, vulnerability and cohesion.

Learning Outcomes

This programme will cover:

Help the leadership team achieve their potential.

They are always more concerned about the team driving quality results both in the present and with the view to long term understanding. An exceptional team coach is never concerned about being fired, they are always more concerned about the team driving quality results both in the present and with the view to the long term understanding



Leading with Agility

Aim

This programme is focussed on equipping senior leaders in an organisation with the knowledge and tools to enhance their leadership skills. As disruptive change has forced us to pursue our business objectives differently, it also calls on us to lead in a different way. This programme will offer guidance on the leadership characteristics and actions required to succeed in the current situation and beyond.

Contents

1. Leading Self

- Self-awareness and Authenticity
- Self-Responsibility and Self-Efficacy
- Intrinsic motivation & Social Skills
- Habits and Self-Discipline
- Cognitive Distortions and Thinking Biases
- Self-Management

2. Leading Leaders

- Trust and Compassion based leadership
- Leadership Stability
- Hope filled Leadership
- High-Performance Teams
- Creating Psychological Safety
- Leading Diverse Teams
- Moving people from compliance to collaboration

3. Leading Change

- Types and Degrees of change
- Categories and Phases of change
- Leading change
- Change Leadership Models

4. Leading Performance

- Paradoxes of Performance
- Growth Mindset for Leaders
- The Magnetic Field of Leadership Performance
- Measuring for Culture

5. Developing Judgement as a Leader

- Defining Judgement
- Elements of Good Judgement
- Derailer of Good Judgement
- Developing Judgement: Some Guideline



Leading Technical Teams and Subject Specialists

Aim

As the business landscape is changing, more and more managers will be leading teams where they do not have the same level of technical knowledge or insight as their team members. Leading teams in this context can be challenging and require a different skill set. This programme helps team leaders and managers to grow into this role.

Learning Outcomes

On completion of this program delegates will know:

- Understand the definition of technical teams and subject matter experts
- How to manage outcomes
- How to resource your team and team members
- How to influence productivity
- How to measure and manage performance
- Knowledge of planning and planning tools
- Influencing techniques and strategies to create buy-in
- Move from compliance to collaboration
- Evaluating work product



Learning Programme Design

Aim

This program aims to equip Learning Facilitators with practical learning program design skills. The focus is on understanding and applying a framework for the development of learning programs for adults. Various methodologies for learning and assessment are addressed.

Learning Outcomes

On completion of this module, delegates will:

- Explain what learning is
- Discuss the core principles of some learning theories
- Discuss the phases and cycle of adult learning
- Compare adult learning to how children learn
- Apply the principles of adult learning during adult learning events

- Understand and manage how adults learn
- Understand the differences between training and learning
- Understand and apply the principles of effective learning program design
- Be able to determine learner needs and design learning outcomes
- Apply a model for learning program design
- Structure learning activities for maximum impact
- Select appropriate learning methodologies for the content to be addressed
- Select appropriate assessment methodologies
- Apply sequencing strategies to ensure a logical flow of information
- Design effective visual aids



Mentoring Programme

Aim

Mentoring involves a formal and informal developmental partnership where employees receive information, advice and guidance from an experienced professional who has expertise and a strong desire to help others grow in their jobs. Mentoring programmes have become an essential part of many organization's talent development strategy.

Great mentors are essential assets to any organisation and need to be equipped with tools and techniques to understand and fulfil their role. In addition they need guidance, encouragement and training to give them the necessary mentoring skills to maximise the impact they have on their mentees.

Learning Outcomes:

- On completion of this programme delegates will know:
 - Introduce mentors to the concept and importance of mentoring
 - Help identified mentors realize how their mentoring will help maintain critical knowledge in your organization
 - To equip mentors with the necessary knowledge, attitudes and skills needed for mentoring in the business environment
 - Empower mentors to maximize knowledge transfer to mentee
 - Demonstrate to mentors how both the mentor and mentee will benefit from the mentoring relationship
 - Equip mentors with the necessary questioning and feedback skills to establish developmental needs
 - How to apply effective listening skills and questioning techniques
 - How to give honest feedback to employees
 - How to identify problems and assist them employee in finding solutions



Negotiation Skills

Aim

The aim of this workshop is to help employees develop the skills required to negotiate outcomes and solutions that serves the client and the business to create a mutually acceptable arrangement. In this session we want delegates to understand the difference between positions and interests and how to move from distributive negotiations to integrative negotiations. Delegates will also roleplay different scenarios.

Learning Outcomes

On completion of this program delegates will know:

- How the negotiation process work
- The skills needed to be a good negotiator
- Different types of negotiation e.g., Distributive, and Integrative
- How to manage yourself as negotiator
- Preparing to Negotiate including how to determine your ZOPA and BATNA
- How to apply the process to the context
- How to build and maintaining the relationship
- The difference between interest and position
- How to build an agreement around interests
- How to help the other party see other options
- How to move the conversations forward to the next phase
- Objection handling techniques
- Negotiation – Communication Skills including questioning skills, expressing yourself and active listening skills
- Getting to know your counterpart's negotiation style
- Techniques and Tactics when negotiating



Online Facilitation Skills

Aim

The broad aim of this programme is to develop online facilitation skills to apply in different situations. The focus will be on facilitating the sharing of knowledge to groups of people using a virtual platform.

This programme will cover:

What is facilitation

- What facilitation and facilitative training is
- The role of the facilitator in facilitative training
- The nature of virtual facilitation

Process Design of Facilitative training

- How to use Process Design to plan a training intervention
- The elements of Process Design – Why, How, Where & Resources
- How to use tools like break-out rooms and screen sharing

Self-Management and Meta-Skills

- How to be self-aware and take self-responsibility
- How to be flexible and manage your emotional responses
- The meta-skills of successful facilitators

The tools of Facilitation Skills

- How to make yourself understood
- How to understand others by listening to words, emotions, and hidden messages
- How to give and receive feedback during training
- How to track and observe the training process
- How to distinguish between content and process

Using your Process to facilitate training

- How to distinguish between content and process
- How to guide the training process
- How to facilitate an online training session

Challenges experienced during training sessions

- How to deal with challenges like low participation, over participation, conflict, verbal attacks and more.
- Challenges with virtual training and how to deal with it



Online Meeting Management

Aim

The current Covid-19 pandemic has changed the way we work, meet and interact and will continue to do so for some time. One of the many changes that was brought along by this pandemic is the way meetings are conducted. Social distancing, travel bans and work-from-home has forced employees to take their meetings online. This programme aim to equip delegates with all the skills and knowledge needed to set-up and conduct a productive and effective online meeting.

Learning Outcomes

On completion of this program delegates will be able to:

- Choose the correct tool for your online meeting
- Know what steps to take before setting up the meeting including:
 - Testing your equipment and technology
 - Preparing the agenda and planning the meeting
 - Communicating rules and expectations and
 - Preparing your space.
- What to do during and after the meeting including:
 - Virtual Icebreakers
 - Keeping participants engaged
 - Using breakout rooms
 - How to bring up sensitive issues
 - How to argue politely during virtual meetings
 - Etiquette for online meetings
 - Follow-up with attendees



Performance Management

Aim

The key aim of the performance management process is to develop the team to assist the organisation in achieving its objectives. The aim of this course is to help delegates develop an understanding of what Performance Management is and how to embed it into the culture of the organisation. It also aims to show that Performance Management is a cyclical process by demonstrating the requirements at each stage, including the need for ongoing reviews.

Learning Outcomes

On completion of this program delegates will be able to:

- Explain their role in managing the performance of their team
- Describe the key stages in the performance management process
- Use the performance management skills and techniques practice to create a development plan
- Develop techniques to address poor performance
- Review the challenges that face them within their specific team
- Follow an action plan of their key development points.
- Use Objective setting to ensure that objectives are clearly defined, describe performance requirements and are SMART.
- To identify what positive feedback is and is not.
- Give Difficult Feedback – Providing some key tips on this topic.
- Performance Reviews – Taking delegates through a six-stage process.
- Use the GROW Model to Joint Problem Solve – Looking at the GROW framework from a Performance Management perspective and providing specific questions to aid the process. With practice.
- Manage and deal with poor performance by identifying which actions to take and when, with some key skills.



Personal Mastery for Senior Leaders

Aim

Leadership in organisations is attained through hard work, exceptional skill and high levels of knowledge.

Once in Leadership, it is the emotional competencies of the leader that determines the level of success the leader and their organization can attain.

This program is aimed at senior leadership of organizations who want to grow their leadership capacity, become better at the 'people stuff' and want to understand people's behaviour in such a way as to become more influential.

Learning Outcomes

On completion of this program delegates will know:

- Understanding the role of Personal Mastery in exemplary Leadership
- Understanding the impact of positive and negative emotional states on teams
- Describing how emotions get created and how emotional states work
- Illustrating how emotional states determine available strategies
- Developing the ability to manage emotional states
- Recognising the importance of experiencing strong emotions
- Learning how to let strong emotions serve my goals
- Develop a roadmap to resilience
- Learn how to use stress in a positive way
- Develop an understanding of why people behave the way they do
- Understand their own thinking biases and how that impacts on their organisation
- Leading by creating choice



Presentation Skills

Aim

The aim of this programme is to help delegates plan and execute a business presentation from concept to presenting it. On completion all delegates should be able to determine who their audience is as well as plan, draft and write a convincing business presentation that will help them achieve the aims.

Learning Outcomes

On completion of this program delegates will know:

- How to determine the aim of a presentation
- How to design their presentation to accomplish their aim
- How to plan a presentation from start to finish
- How to write a presentation with their audience in mind
- How to write attention grabbing headlines
- How to be persuasive in their presentation
- How to use visual aids to enhance their presentation
- How to deliver a presentation
- How to get their audience trust and focus
- Gestures and movements to employ and avoid during presentation
- How to deal with being nervous to present
- Common presentation mistakes to avoid



Problem Solving and Decision Making

[Promptly responding to business needs as they arise]

1. Introduction

- What is a problem?
- Types of problems
- Attitudes about problems
- The problem-solving process
- Exploring creativity
- Nurturing a problem-solving climate at work
- The value of group effort

2. Problem definition and analysis

- Problem identification
- Problem analysis
- Challenging bias and assumptions
- Developing a problem statement
- Defining the desired state

3. Generating solutions

- Types of solutions
- The value of experience
- Solution-generating techniques

4. Evaluating and selecting solutions

- Choosing a decision-making strategy
- Solution evaluation techniques

5. Planning and implementing solutions

- Defining success
- Action plans

6. Monitoring and evaluating solutions

- Monitoring tools
- Continuous improvement

7. How to distinguish essential and urgent tasks

8. Preparing for future problems

- Avoid common problem-solving pitfalls
- Embrace diversity
- Re-define yourself
- Innovate your workplace



Aims

This module introduces delegates to the possibilities and potential of creative thinking and the benefits of following a systematic problem solving process. It will teach delegates to look at problems in creative ways and solve it with novel solutions.

Learning outcomes

- Define and analyse a problem in their work environment
- Investigate and dismantle complex problems
- Challenge bias and assumptions
- Ensure that all the relevant facts are collected
- Determine possible causes and courses of action
- Overcome the natural barriers to creative thinking
- Generate potential solutions to the problem by using a range of problem-solving techniques
- Evaluate potential solutions against established criteria
- Apply decision-making strategies that result in logical, defensible decisions
- Implement the key to ensure that solutions are trailed and monitored for effectiveness of the problem solution
- Ensure that the implementation of solutions is reviewed and modified, and practices are standardized where required
- Evaluate the effectiveness of the solution
- Apply best practices in problem-solving and decision making
- Facilitate “problem-solving” and “decision making” in a group to ensure that everyone buys the processes
- Focus on three levels of problem-solving, namely:
 - Strategic – group problems solving
 - Operational – group problem solving
 - Tactical – individual problem solving



Project Management and Planning

Aim

Projects are a balancing act between budget, timelines and quality. Many projects start well and end up in chaos and recriminations. This basic project management course wants to give managers and project owners an overview of the project environment, an understanding of how projects succeed or fail and how they can use project methodology in their teams where required. Delegates will plan an actual project that they can use in the workplace

Learning Outcomes

On completion of this program delegates will know:

- Understand the difference between a project and a process
- Identify when project methodologies are used
- Defining a project
- Know all the stakeholder in a project
- Building a project team
- Project and Change Management
- Using project management tools
- Launching a project
- Projects and communication
- Tracking a project
- Closing a project and getting sign off



Resilience

Aim

Resilience is now recognised as a very important competence to demonstrate in the workplace. In the increasingly complex context of today's working environment, the resilience of individuals, and organisations becomes critical for business success.

Resilience is the ability to cope with the challenges, problems, and setbacks you face in life, and to become stronger because of them. Resilience relies on different skills and draws on various sources of help, including rational thinking skills, physical and emotional health, and your relationships with those around you.

Learning Outcomes

By the end of the programme, delegates will be able to:

- Define resilience and explain its importance
- Differentiate between positive and negative thinking
- Understand the impact of core beliefs on resilience
- Challenge the way you think
- Use the ladder of inference
- Develop a resilience grid
- Develop key Emotional Intelligence skills
- Help others to build resilience
- How to model and lead with resilience
- Apply different techniques to practice resilience



Root Cause Analysis

Aim

Root cause analysis (RCA) is a method of problem solving that looks at the root cause of events rather than focusing on the initial 'symptom'. By focusing on the root causes, it is hoped that the likelihood of problem recurrence will be reduced or eliminated.

Root cause analysis is a series of tools and measurements rather than a single approach in itself. Through the use of these tools, the user/s are able to identify the key to an issue and take steps to ensure that the problem does not reoccur.

The aim of this workshop is to help delegates become effective at Root Cause Analysis by mastering the following learning outcomes:

Learning Outcomes:

On completion of this program delegates will know:

- The basic principles of Root Cause Analysis
- How to find the root cause
- How to apply the following tools to a real issue today and identify a real performance/cost improvement:
 - Pareto and Stratification
 - 5 W + 1H
 - Fishbone Analysis
 - 5 Why's
- How to prioritise your actions



Self-Management

Aim

The aim of this workshop is to help learners to maintain emotional resilience and overcome limiting beliefs that prevents them from delivering excellence in a sustainable way. The program will help learners understand their emotions and develop their ability to choose the appropriate emotion and action in the situation.

Learning Outcomes

On completion of this program delegates will know:

- To understand themselves and what motivates them
- How to create their emotional responses
- How to better manage stress
- How to reframe their experiences for better results
- How to anchor positive emotions
- How to create the life experience they want
- How to develop an internal locus of control
- The value of an internal locus of control
- How to grow in self-awareness
- About core beliefs and their impact
- How to explore limiting beliefs
- Learn about choice and response
- Cognitive distortions and biases



Self-Management for Middle Management

Aim

Many managers feel like they are “trapped in the middle”, with high expectations from their leaders who may not understand the day-to-day operational challenges that they face. When managers in this space of the business develop their self-management skills, they tend to be more fulfilled in their roles, display a better ability to handle stress, demonstrate greater resilience and build stronger relationships with those around them. This leads to increased productivity and a noticeable decline in conflict in the workplace.

Learning Outcomes

On completion of this program delegates will know:

- Create greater understanding of themselves and their default behaviours
- Create an internal locus of control
- Understand their ability to choose
- Demonstrate improved self-responsibility
- Have an understanding of why they feel the way they feel
- Develop the ability to change what they feel in order to be more effective
- Understand how they formed the habits they have
- Create the ability to change habits that work against them
- Understand how emotions work
- Become more assertive
- Help them develop emotions that serve them
- Help them gain insight in why others behave in the way they do
- Use stress to serve them
- Motivate themselves and others



Strategic Business Partnering & Internal Consulting

Module 1: The HR Agenda Content

- 1. Introduction**
- 2. The landscape within the professional functions**
 - Global context
 - South African context
- 3. The Map**
 - Where do we come from?
 - Where are we going?
- 4. The journey – professionalisation of HR**
 - Traditional vs strategic HR
 - The HR value proposition
 - What do strategic HR professionals do differently?
- 5. The role of the HR SPB**
 - What does the role of SBP entail?
 - The role of the BP in practice
- 6. The traveler: competencies and characteristics**

Learning outcomes

Upon completing the workshop, you will be able to:

- Discuss the various roles the HR professionals need to play
- Understand what the focus is of HR to deliver business results
- Associate into the role of internal consultant
- Develop access to clients and correctly identify client needs and carry out the initial diagnosis
- Manage the expectations of the client
- Build and professional relationship with clients
- Apply a specific consulting model/process to design and implement interventions that add to the business



- Apply consulting techniques that influence business strategy and direction
- Discuss the importance of contracting with the client
- Build client partnership
- Provide feedback to the client
- Identify the competencies you require to excel as a strategic business partner and internal consultant.

Module 2: The Effective Consultant's Toolkit Content

1. Internal Consulting: Leverage your expertise

- Introduction
- What is a consultant?
- What makes a good internal consultant?

2. Internal consulting – choosing a role

- Classic consulting roles
- Traditional organizational roles
- Emerging consulting roles

3. Challenges for internal consultants

4. The internal consultant's toolkit

5. Tips for internal consultants



Time Management

Aim

Time management training most often begins with setting goals. These goals are recorded and may be broken down into a project, an action plan, or a simple task list. Activities are then rated based on urgency and importance, priorities assigned, and deadlines set. This process results in a plan with a task list or calendar of activities. Routine and recurring tasks are often given less focus to free time to work on tasks that contribute to important goals.

This entire process is supported by a skill set that should include personal motivation, delegation skills, organization tools, and crisis management. We'll cover all this and more during this workshop.

Learning Outcomes

On completion of this program delegates will be able to:

- Prioritize each day's activities in a more efficient, productive manner using the 80/20 rule and the Urgent/Important matrix
- Setting SMART goals and prioritizing your goals
- Plan wisely using techniques like Chuck, Block and Tackle, Productivity Journal and Ready, Fire, Aim.
- Overcome procrastination quickly and easily
- Handle crises effectively and quickly
- Organize your workspace and workflow to make better use of time
- Delegate more efficiently
- Use rituals to make your life run smoother
- Plan meetings more appropriately and effectively



Work Readiness Programme

(Surviving the Corporate Jungle)

Aim

The aim of this workshop is to prepare you to conduct yourself in a professional way in the corporate work environment. Regardless of the industry you work in, it is not only what you do, but also how you do it that influences your success. This workshop will highlight all areas of professional conduct that influences the impression you make on your employer, colleagues and clients.

Learning Outcomes

On completion of this programme delegates will know:

- The importance of Emotional Intelligence in conducting yourself in a professional environment
- The elements of Impression Management and how to leverage each to your advantage
- How to navigate different relationships at work
- How to deal with difficult situations at work
- How to build a personal network
- The importance of social media in managing your image and brand
- How to present yourself in different professional settings
- The importance of having a personal brand
- The process of building and communicating your personal brand



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