



brook
training

Implementing
Business Support
Interventions to
Facilitate Change

Course Overview:

Operational
Excellence –
Leadership &
Management



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Course Characteristics:

- Commercial – have a clear business focus linked to the unit performance
- Practical – based on ‘discuss and practice’ rather than ‘look and listen’
- A mirror of the job – built around the real work environment using examples and case studies
- Relevant – using case studies that directly related to on-the-job activities covering roles/disciplines as well as business/operational activity designed to create best performance
- Linked to business leadership behaviours – making clear how behaviours can be demonstrated
- A stretch – pushing skills and knowledge
- Based upon action learning – where individuals and teams solve real problems in the business
- Reflective – encouraging self-direction and learning reflection
- Measurable – assessment through knowledge and skills review activities
- Confidence building – easy to use, understand and deliver
- Fast-paced, interactive and varied ensuring the audience remains engaged and motivated.

Course includes:

• **Module 1 – Great Leaders**

Techniques and content will include:

- Deliver key messages with confidence and clarity to colleagues and other team members.
- Drive business performance by using appropriate leadership styles.

Objectives:

- Define their role and responsibilities as a Leader and how this links to key Leadership behaviours.
- Differentiate between management and leadership.
- Identify their own leadership style.
- Identify and adapt own leadership style in different workplace situations to make a positive impact and achieve fast, effective results.
- Recall the communication process and the value of two-way communication to get things done.
- Recognise and use the best communication media in different work situations.
- Recognise and overcome barriers to communication.
- Apply basic theories to ensure effective communication within your team, colleagues, leaders and external partners.
- Communicate effectively in order to address and successfully overcome business.
- Continually review and develop your leadership style to get the best out of others.

• **Module 2 – Managing People**

Techniques and content will include:

- Recognise the range of team roles and apply this concept to build an effective team.
- Work towards the creation of a positive and harmonious work environment.

Objectives:

- Identify the stages of development of teams.
- Recognise the current development stage of the team.
- Recognise a range of conflict situations and the ways in which conflict may develop and can be resolved.
- Observe and react to a variety of situations to minimise and resolve conflict
- Apply questioning techniques and listening skills to handle poor performance positively.

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- Describe the main issues and risks when initiating improvement procedures.
- Coach individuals effectively.
- Performance reviews and how active management impact success of a business.
- Developing SMART objectives.
- Dealing with capability issues.

- **Module 3 – Inspiring Innovation**

Techniques and content will include:

- To drive business performance through effective business planning and innovation.

Objectives:

- Explain why business improvement and development is critical to commercial operational success.
- Influence business development and performance.
- Develop constructive working relationships that drive business forward.
- Create and develop innovative business ideas.
- Develop solid, well-researched business plans that drive commercial opportunity.
- Present a business case with impact.

- **Ongoing 121 Support and Mentoring**

Implementation support of the full training programme on a 121 basis to ensure continuity and application of learning. Individual skills gaps will be worked on bespoke to the current issues faced in the business and action plans will be created to overcome barriers to success.

Further content will also be included and delivered progressively using feedback from the learners, and their developing understanding. This will include specific assignments drawn from, and adding benefit to their organisation and further one- to -one learning content informed by any knowledge gaps or weaknesses in knowledge of any individuals in the cohort.

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Format of Delivery

The support will be specifically tailored to the business and/or group needs and contain elements of one to one support to respond to individual's skills gaps.

The training content will be bespoke and specific to this organisation's requirements.

An integral part of the training and skills development will be one of 'experiential learning' by virtue of real, in the business project based activity.

Duration of Delivery

Delivery time and number of participants will be bespoke to employer need with specific dates and phasing by agreement with the company and Brook.

An initial meeting will take place to discuss requirements where duration and selected modules will be decided to form the training programme schedule.

Business Benefits

Delegates will receive an increased skill set allowing them to shape the company future to achieve its growth strategy. This will allow the business to increase their financial performance due to correct leadership and management of internal teams.

Delegates will increase their accountability and help maintain a proactive approach to performance management and change.

The training will increase knowledge, skills and capability of individuals in relation to the core capabilities that their respective roles require to help drive growth and change in the business.

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