



Bradfield Group  
A world of HR at your fingertips



## Overview of Short Courses

**Thanks for your interest in Bradfield's short courses.**

We are experts in management development and personal skills development as well as HR and training related topics. Bradfield are able to offer programmes in-house or as public programmes and we can be-spoke programmes to suit the individual needs of our clients.

If you are interested in any of the short courses in this brochure or have any other training requirements please contact Bradfield Group on 02079779200 or [enquiries@bradfield.co.uk](mailto:enquiries@bradfield.co.uk). One of our in-house team of consultants will be able to take a detailed brief and to design your programme to meet your objectives.

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# Assertiveness Skills

**Duration:** 1 day

## **Purpose and aim of course:**

This comprehensive day course provides the necessary understanding and practical guidance for employees who wish to develop their assertiveness skills. It provides learners with the tools and techniques to build self-esteem and be able to handle work situations confidently and successfully. It also presents learners with an understanding of the importance of language and non-verbal communication in order to communicate assertively.

## **This unit is suitable for persons who:**

- wish to develop their assertiveness, self-esteem and confidence,
- would like to develop their skills in handling difficult situations and be able to work with colleagues more confidently and assertively,
- wish to develop best practice when voicing opinions to colleagues and managers.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to appreciate different styles of behaviour including assertive, aggressive and passive behaviour,
- understand why people behave the way they do and the basic elements of Transactional Analysis,
- recognise own behaviour style and develop an assertive behaviour style,
- be able to communicate more effectively in order to handle difficult situations and manage conflict.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.

# Business Analysis for Strategic Planning

**Duration:** 1 day

## **Purpose and aim of course:**

This course is designed for managers to be able to effectively use tools to analyse both the internal and external environment of organisations. The course provides learners with the necessary tools and practice in order to conduct PESTLE, SWOT and Porter's 5 Forces analysis on organisations. It shows learners the process how to conduct an effective environmental scan for strategic planning.

## **This unit is suitable for persons who:**

- have been recently promoted to a managerial position,
- wish to develop their skills and knowledge in environmental scanning,
- would like to further develop their understanding of the macro and micro-environment that organisations work in.

## **Learning Outcomes**

On completion of this course, learners will:

- understand the concept of environmental scanning and its use as a strategic planning tool,
- be able to gather, analyse and use environmental information for strategic purposes,
- be able to conduct effective PESTLE, SWOT and Porter's 5 Forces analysis.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge. However, it would be desirable for learners to either be or have held positions in management or HR.

# Coaching Skills

**Duration:** 1 day

## **Purpose and aim of course:**

This course has been developed to give a broad overview of coaching skills. It aims to give participants an insight and an understanding of coaching for those wishing to develop coaching skills in their organisations. It will give a general overview of how to understand the role of the coach, the effectiveness of coaching relationships and how to utilise coaching skills to improve performance.

## **This unit is suitable for persons who:**

- are working in a position where coaching skills could be significant,
- would like to develop knowledge and skills of coaching,
- are involved in supporting the implementation of coaching within the organisation.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to understand coaching skills and how they could be influential in an organisation,
- understand the difference between coaching, mentoring and other learning interventions,
- understand the role of the coach and what an effective coaching relationship looks like,
- ways in which to develop coaching in an organisation to improve performance.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.

# Creativity and Innovation

**Duration:** ½ day

## **Purpose and aim of course:**

This course allows learners to understand what creativity and innovation are and how they allow organisations to achieve competitive advantage. As more and more organisations encourage people to be more creative and develop innovative ideas for the workplace it is essential for employees to understand the foundations of creativity and innovation. The course examines various creativity models and how to overcome the barriers that affect the development of a creative culture.

## **This unit is suitable for persons who:**

- wish to develop their knowledge of creativity and innovation management,
- are required to be creative and innovative on their day-to-day jobs,
- want to boost a team's creativity by stimulating innovative thinking.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to understand the benefits of having a creative and innovative workforce,
- correctly apply creativity models in order to stimulate innovative thinking,
- be able to make appropriate recommendations in order to foster creativity and innovation.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.

# Customer Service Skills

**Duration:** ½ day

## **Purpose and aim of course:**

This course has been developed to enhance the skills of front line customer facing staff in order for them to be able to make the most out of every customer interaction. This course aims to provide students the skills necessary to be able to effectively communicate with customers, either internal or external, in situations such as handling difficult situations.

## **This unit is suitable for persons who are:**

- front line employees handling face to face interactions with customers on a daily basis,
- looking to improve their customer's experience,
- seeking to educate staff on the importance of customer service skills and how to give great customer service in every situation.

## **Learning Outcomes**

On completion of this course, learners will:

- understand the importance of providing great customer service,
- anticipate and understand customer needs by using effective communication skills,
- demonstrate great customer service skills ,
- be able to handle difficult customers and situations.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.

# Designing Training Programmes

**Duration:** ½ day

## **Purpose and aim of course:**

This course is aimed at learning and development professionals who are responsible for designing training programmes within their organisations. The aim of this course is to provide best practices and techniques on how to design effective training programmes.

## **This unit is suitable for persons who are:**

- involved in designing training programmes,
- wanting to gain a greater understanding on how to effectively design training programmes,
- looking to further develop their skills in designing training programmes.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to effectively identify learning outcomes ,
- design training materials supporting the learning outcomes,
- understand and incorporate various modes of delivery best suited for learning content,
- be able to evaluate overall training programme against learning outcomes.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course requires learners to have either undertaken a Learning/Training Needs Analysis before or attended Bradfield's Learning Needs Analysis course.

# Diversity Awareness

**Duration:** ½ day

## **Purpose and aim of course:**

This course has been developed in order to assist staff understand the importance of diversity. It presents the primary and secondary dimensions of diversity and how this impacts organisational success. It allows learners to understand the elements of a diversity policy and the risks involved if this is not followed. Furthermore, it will enable learners to understand the detrimental effects of stereotypes, assumptions and harassment.

## **This unit is suitable for persons who:**

- are working in teams where they regularly communicate with colleagues and superiors,
- wish to develop their knowledge of diversity to improve performance at work and relationship with colleagues,
- are required to develop diversity awareness and/or equal opportunities policy.

## **Learning Outcomes**

On completion of this course, learners will:

- understand what diversity is, and how it is different from equal opportunities,
- understand the role that assumptions and stereotypes have on relationships,
- be able to reflect on their own work practice, values and ethics in order to foster diversity.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.

# Effective Communication Skills

**Duration:** ½ day

## **Purpose and aim of course:**

This course has been developed in order to assist staff to effectively communicate with their colleagues and more importantly with their superiors. It covers the key areas of questioning, listening and non-verbal behaviour. This course enables learners to develop effective communication skills, following a self-assessment of their preferred communication style.

## **This unit is suitable for persons who are:**

- working in teams where they regularly communicate with colleagues and superiors,
- wish to develop their knowledge of communication skills to improve performance at work,
- interested in understand different types of communication in organisation including downwards, upwards and horizontal communication

## **Learning Outcomes**

On completion of this course, learners will:

- understand the components of effective communication,
- be able to refine their questioning and listening skills to improve communication and relationships
- understand the importance of non-verbal behaviour and of congruent communication.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge

# Effective Performance Appraisal

**Duration:** 2 days

## **Purpose and aim of course:**

This course gives learners an understanding of how effective performance appraisal can contribute to organisational success through improved performance at work. The programme provides an understanding of the key considerations in designing, developing and implementing an appraisal scheme, using effective feedback, competency assessment and objective setting. The development of interviewing skills is also an integral part of this programme.

## **This unit is suitable for persons who:**

- have been recently promoted to a managerial position and who manage the performance of individuals
- wish to develop their skills in appraisal interviewing

## **Learning Outcomes**

On completion of this course, learners will be able to:

- provide effective feedback
- use a variety of methods for assessing competency levels
- set effective objectives
- conduct an effective performance appraisal interview
- produce an individual training and career development plan for an appraisee

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge. However, it would be desirable for learners to either be in or have held positions in management or HR.

# Learning Needs Analysis

**Duration:** ½ day

## **Purpose and aim of course:**

This course allows learners to be able to plan and conduct an effective learning needs analysis in order to identify developmental needs. It provides the necessary practical skills of how to undertake such an analysis and to be able to recommend effective learning solutions. Specifically, the course allows learners to recognise the various methods and techniques in order to identify learns, prioritise them and implement a learning plan for individuals.

## **This unit is suitable for persons who:**

- wish to develop their skills in Learning and Development and HR,
- want to support organisations in meeting their learning and development needs,
- are involved in identifying personal needs and have a role in recommending learning solutions.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to identify the learning and development needs of individuals, teams and organisations,
- be able to prioritise learning needs effectively,
- understand the various ways how learning needs can be met,
- develop and implement a learning/training plan.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.

# Managing Discipline

**Duration:** ½ day

## **Purpose and aim of course:**

This course allows learners to gain a better understanding of the purpose, reasons and effective implementation of a disciplinary procedure as part of a performance management system. It reviews the consequences of a badly handled disciplinary process together with the relevant legal requirements.

## **This unit is suitable for persons who:**

- have been recently promoted to a managerial position and manage individuals,
- wish to develop their skills and knowledge in managing poor performance,
- wish to develop their knowledge of the legal framework that relates to a disciplinary,
- want to be able to handle disciplinary hearings effectively.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to understand the purpose of a disciplinary procedure,
- obtain an overview of employment law as it affects disciplinary situations,
- understand how to prepare and conduct a disciplinary interview,
- be able to handle aggressive and/or emotional employees at a disciplinary interview.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge. However, it would be desirable for learners to either be or have held positions in management or HR.

# Managing Poor Performance

**Duration:** ½ day

## **Purpose and aim of course:**

This course gives an opportunity for learners to manage poor performance at work and be able to explain the main legal framework relating to its management. It provides insights to improve performance within teams by diagnosing issues and applying effective methods of intervention in order to tackle challenges. It also allows learners to understand the basic principles behind disciplinary and grievance procedures.

## **This unit is suitable for persons who:**

- have been recently promoted to a managerial position and manage individuals,
- wish to develop their skills and knowledge in managing poor performance,
- wish to develop their knowledge of the legal framework that relates to performance management.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to identify sources of poor performance at work,
- appreciate the importance of the legal framework when managing performance at work,
- be able to develop appropriate interventions in order to address performance issues,
- understand the impact of management styles in performance management,
- understand the basics of disciplinary and grievance procedures.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge. However, it would be desirable for learners to either be or have held positions in management or HR.

# Presentation Skills

**Duration:** 1 day

## **Purpose and aim of course:**

This day course provides an introduction to the knowledge and skills required in order for an individual to be an effective presenter. It allows learners to practice presenting to other people and how to convey messages clearly to an audience. Learners will have the opportunity to take part in practical exercises to build their skills, non-verbal communication and the use of visual aids.

## **This unit is suitable for persons who:**

- are new to presenting,
- would like to gain the necessary knowledge on how to deliver effective presentations,
- wish to gain more confidence to enhance their current presentation skills.

## **Learning Outcomes**

On completion of this course, learners will:

- gain the necessary confidence in order to effectively deliver clear and concise presentations,
- develop the necessary skills in order to become a first-class presenter,
- learn how to structure presentations,
- understand how to use non-verbal behaviour effectively when delivering presentations,
- learn techniques how to build trust and rapport with an audience, whilst managing difficult audience members,

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.

# Recruitment and Selection Skills

**Duration:** 1 day

## **Purpose and aim of course:**

This course provides an introduction to the recruitment and selection skills that are required by HR professionals and line managers. It allows learners to understand the importance of attracting workers and producing accurate job descriptions and job specifications. It assists learners in developing adverts and conduct face to face competency based interviews. Key legislation pertaining to recruitment and selection is also covered.

## **This unit is suitable for persons who:**

- have been recently promoted to a managerial or HR position and recruit individuals,
- wish to develop their skills and knowledge in the recruitment and selection process,
- wish to develop their knowledge of the legal framework that relates to recruitment and selection,
- want to be able to handle recruitment interviews effectively.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to identify appropriate recruitment and selection methods,
- be able to contribute to the recruitment and selection interviewing process,
- be able to understanding the legalities that affect recruitment.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge. However, it would be desirable for learners to either be or have held positions in management or HR.

# Recruitment Interviewing

**Duration:** ½ day

## **Purpose and aim of course:**

This course is aimed at managers and HR professionals who require clear understanding of how to conduct interviews in the recruitment and selection process. This course is designed primarily for people who have little or no previous training in this area. For more experienced interviewers this course provides a chance to practice and develop best practice in interviewing. It allows learners to practice interview skills in order to enhance their organisation's recruitment process.

## **This unit is suitable for persons who:**

- wish to develop their knowledge for the recruitment process,
- wish to or already currently interview potential candidates for employment.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to understand what is required out of a competency-based interview,
- be able to take part in the interviewing process, working one-to-one or as a panel,
- understand the relevant legislation that affects the recruitment interview,
- understand the importance of keeping records and evidence as part of the interviewing process.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.

# Time Management Skills

**Duration:** ½ day

## **Purpose and aim of course:**

This course allows learners to be able to manage their time more effectively. This can be achieved by sharpening organisational skills and better management of priorities. It provides an opportunity for learners to understand how to react assertively when colleagues and managers place demands on their time. This course lets employees regain control of their workload, manage themselves more effectively and ultimately manage others more intelligently.

## **This unit is suitable for persons who:**

- wish to develop their time management skills, particularly organising and prioritising,
- would like to understand their productivity schedules and develop ways to improve these,
- require further skills in time management in order to maintain focus and make lasting improvements in their work schedules.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to prioritise their work more effectively in order to better meet the demands of their business,
- understand how to do the right things at the right time and in the right way,
- recognise the differences between urgent and important tasks,
- learn how to delegate tasks successfully in order for them to finish critical jobs.

## **Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

## **Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.

# Train the Trainer

**Duration:** 2 non-consecutive days

## **Purpose and aim of course:**

This comprehensive course gives learners the opportunity to develop their training skills. It presents the latest theories on how people learn and the required trainer skills in order to develop individuals. It allows learners to understand how to develop learning outcomes and choose activities that support them. It presents the various mediums of training, from classroom, to blended and e-learning methods. The course covers the elements of creating a learning environment and teaches participants how to deal with the needs of a training audience.

This course is delivered over 2 non-consecutive days and learners will have various opportunities to practice their training skills.

## **This unit is suitable for persons who:**

- wish to develop their training skills,
- want to develop into exceptional trainers,
- would like to further their understanding on how to conduct a training needs analysis,
- are required to train people as part of their job, either face-to-face or over webinars,
- wish to understand the theories that underpin adult learning principles.

## **Learning Outcomes**

On completion of this course, learners will:

- be able to appreciate the characteristics of exceptional trainers and use these skills in their training sessions,
- be able to develop solid training programs, whether these are short 1 day sessions or recurring training sessions,
- be able to conduct an effective training needs analysis in order to uncover learning gaps,
- use tools and techniques such as icebreakers and energisers and choose and deliver activities that work,
- be able to manage a training audience to maximise learning.

**Materials:**

Learners will receive all necessary material for this course including copies of presentation slides and exercises used in class.

**Prerequisites:**

This course is a stand-alone course and does not require any previous knowledge.