



Reach **to** *Achieve*
C O N S U L T I N G

• systems • people • processes

TRAINING DIRECTORY 2011

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"Improving Business Performance"

Please contact us with any enquiries in relation to our workshops... and remember we can customise the programs to your specific requirements!

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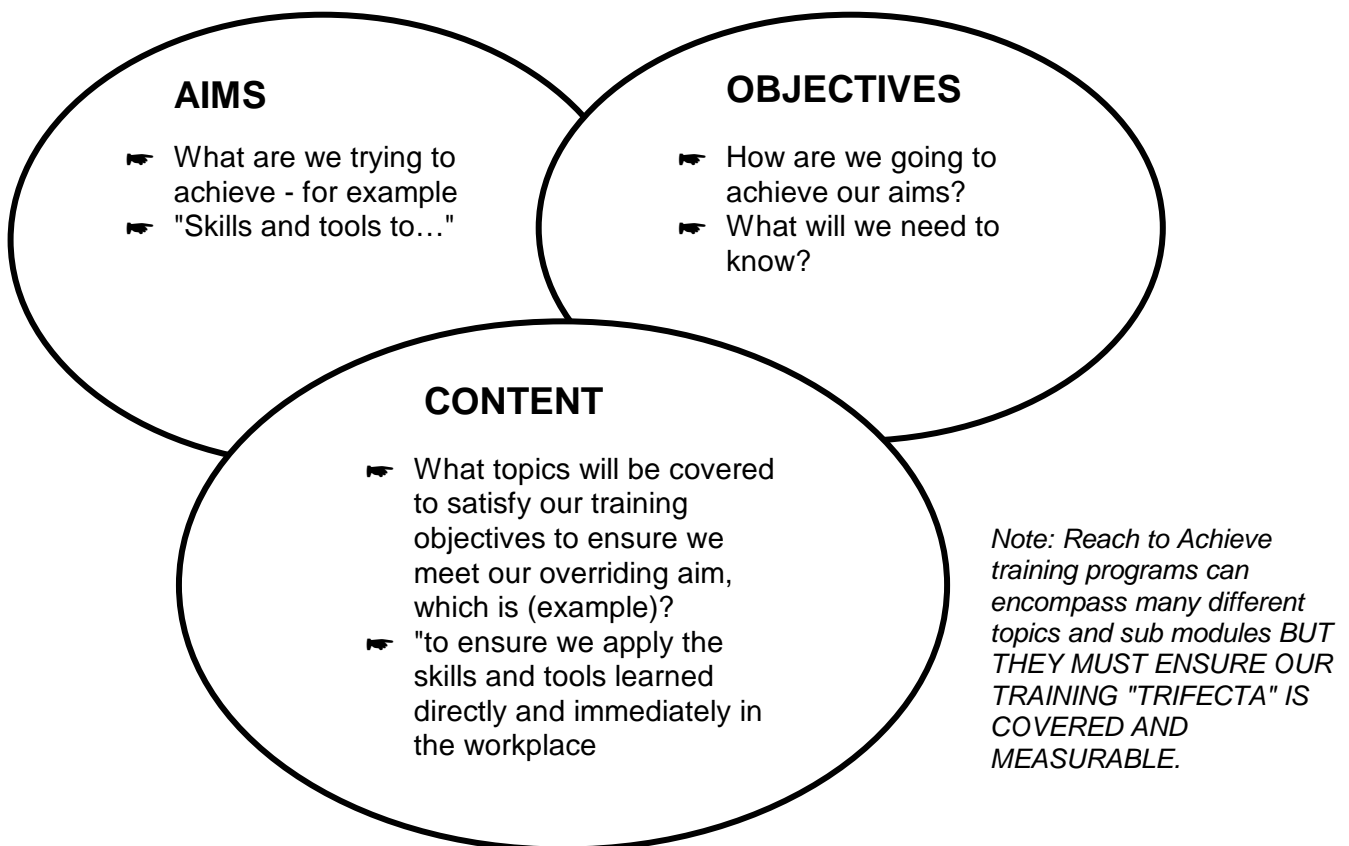
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1. APPROACH TO TRAINING

1.1. The 3 Key Areas To Cover In Training ...



By following the above "TRAINING TRIFECTA" MODEL we will ensure that regardless of topics and participant mix selected we have the best chance of measuring the success of Reach to Achieve Training Programs.

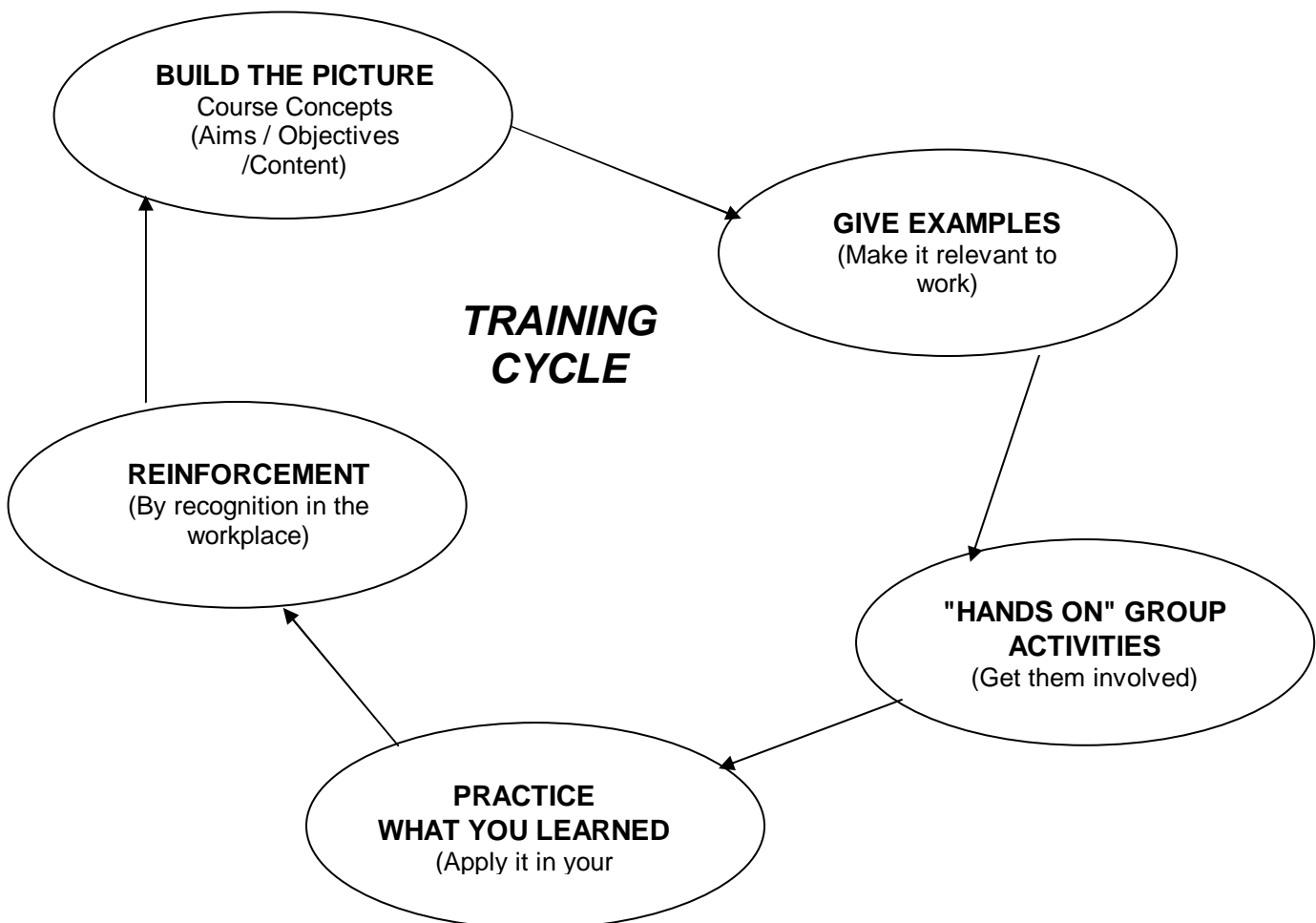
1.2. Reach to Achieve Approach to Training

It has to be worth the "FEE"

- ☛ FUN
- ☛ ENTERTAINING
- ☛ ENLIGHTENING

Achieve these; relate it to your workplace and performance improvement will happen.

The interactive group based approach works best for us and has the most immediate impact in the work place. The approach is consistent for all sessions, for all groups. It is best demonstrated as follows:



2. PROJECT MANAGEMENT

2.1. Project Management - 3 Days

OVERALL SESSION AIM:

To present participants with the skills and tools necessary to manage projects in a corporate organisation and implement effective and consistent project management techniques to successfully measure project outcomes

OVERALL SESSION OBJECTIVES:

- Understand the fundamentals of project management in a corporative organisation.
- Apply knowledge acquired to manage projects successfully
- Be able to manage projects with a special focus on financial and risk management aspects of project management
- Be able to develop a business case for projects identifying key benefits applying balanced scorecard methodologies
- Be aware of the key aspects of successful projects
- Understand and apply the 3 key phases of project management and the 3 key factors that shape every project
- Understand how to manage and co-ordinate projects through your people by identifying the key attributes of successful project teams
- Be able to understand and identify the key pitfalls to avoid for successful project management
- Be able to apply the tools learned in their workplace to implement effective project management techniques to better manage projects in a corporate organisation

OVERALL SESSION CONTENT:

- Project Management Process Overview - [Day 1 Session 1](#)
- Project Teams & Project Planning - [Day 1 Session 2](#)
- Project Management Tools & Control Techniques- [Day 2 Session3](#)
- Financial and Risk Management for Projects - [Day 2 Session 4](#)
- Reporting and Evaluating On Project Outcomes - [Day 3 Session 5](#)
- Case Studies Linking The Main Tools

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2.1. Project Management - 3 Days

DAY 1 - PROJECT MANAGEMENT - PROCESS OVERVIEW

Session 1 - Project Management Overview

Session introducing participants to the course and its overall aims, objectives and content - introducing the project management process overview framework over next 3 days.

SESSION AIM

To present participants with the skills and tools necessary to understand the overall project management process framework and some key strategies to adopt when managing projects in a corporate organisation.

OBJECTIVES:

- Understand the importance of the linkage between systems, people and processes when managing projects and assessing project outcomes
- Understand the Project Management Process Overview Framework and how to "Build The Picture" to start with
- Understand the 3 key phases that apply to ALL projects and the 3 key factors that influence ALL projects
- Understand the importance of linking Key Performance Indicators from the Business Case to the project deliverables / objectives
- Understand the importance of following a disciplined methodology / framework in order to maximise chances of successful project outcomes
- Understand the linkage between developing the project plan, reporting on the plan and evaluating the project performance
- Understand the importance of being able to use relevant measures in assessing success of projects

SESSION CONTENT:

- What is Project Management?
- How Well Do You Do It Now?
- 3 Key Phases for All Projects
- 3 Key Factors that influence All Projects
- Project Management Overview Process
- Building The Picture - Systems, People and Processes
- Developing the Business Case for Projects
- Group Activities linking the main concepts

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2.1. Project Management - 3 Days

DAY 1 - PROJECT MANAGEMENT - PROCESS OVERVIEW

Session 2 - Project Teams & Project Planning

Session introducing participants to project teams and basics of project planning to understand the importance of combination of having the right people and resources to develop the project plan to meet outcomes identified from business case

SESSION AIM:

To present participants with the skills and tools necessary to understand, plan and organise people and resources to get the best chance of maximising project success

OBJECTIVES:

- Understand what makes good project teams - mix of skills required
- Understand the importance of the right structure in project teams to succeed - sponsor / manager / team
- Understand and implement the 8 Step Planning Process in relation to project planning
- Understand the importance of using S.M.A.R.T. Objectives as part of the project plan to help measure later the benefits / success of the project
- Be able to take responsibility for achieving project deliverables through appropriate planning, organising and delegation of tasks
- Be able to plan resource use to achieve targets
- Be able to prepare a project plan using appropriate templates and relevant tools
- Be able to apply the tools learned in their workplace to plan and manage projects better

SESSION CONTENT:

- What makes up good project teams
- Setting Deliverables / Objectives
- Planning & Organising Cycle
- 8 Step Planning Process
- Using Project Planning Templates
- Group Activities linking the main concepts

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2.1. Project Management - 3 Days

DAY 2 - MANAGING & CONTROLLING PROJECTS

Session 3 - Project Management Tools & Control Techniques

Session introducing participants to some project management tools and controls to assist them in achieving controlled and positive outcomes for projects being managed

SESSION AIM:

To present participants with the skills and tools necessary to implement the relevant project management tools and control mechanisms to ensure projects are managed, controlled and reported on to ensure projects are on track or contingency measures are in place

OBJECTIVES:

- Be able to apply simple and practical project management tools in the workplace
- Understand the importance of control mechanisms in the project management process
- Identify relevant control mechanisms and disciplines required as part of project management
- Understand the importance of focusing on processes not people to achieve long term sustainable project improvements
- Understand how to plan, conduct and control effective project meetings
- Understand how to measure and report on progress of projects against set objectives
- Understand the importance of utilising balanced scorecard measures for management and control of projects
- Understand how to build in and report on contingencies when project progress is "slipping"
- Be able to apply the tools learned in their workplace to better manage and control projects

SESSION CONTENT:

- Using Project Management Tools
- Project Control Techniques
- Conducting effective project meetings
- Measuring project progress / success
- Reporting on project progress
- 7 key warning signs your project is in trouble and what to do about it
- Group Activities linking the main concepts

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2.1. Project Management - 3 Days

DAY 2 - MANAGING & CONTROLLING PROJECTS

Session 4 - Financial and Risk Management for Projects

Session introducing participants to importance of being to manage the financial outcomes of projects whilst assessing risk of non-performance at the same time

SESSION AIM:

To present participants with the skills and tools necessary to implement and monitor financial budgets for projects undertaken and include within the budgets an appropriate and relevant assessment of the risks associated with undertaking the projects

OBJECTIVES:

- Understand how to prepare and analyse a budget for projects
- Understand how to manage the project budget and categorise between operational and capital requirements
- Be able to report on budget performance including non financial items (utilising balanced scorecard methodology)
- Understand how to determine and manage levels of risk in projects
- Be able to prepare a basic risk assessment plan prioritising tasks according to identified risk potential
- Be able to apply the tools learned to better manage budgets and assess risks in relation to projects being managed

SESSION CONTENT:

- Preparing a project budget
- Evaluating project business benefits against budget
- Risk Management Process in relation to Projects
- Determining Levels of Risk Using Likelihood ("L") and Consequence ("C") "factors"
- Group Activities linking the main concepts

2.1. Project Management - 3 Days

DAY 3 - PULLING IT ALL TOGETHER

Session 5 - Reporting and Evaluating On Project Outcomes – “Pulling It All Together”

Session consolidating and summarising what we have done over last two days - project overview, project teams and planning, project management tools, project control techniques, financial and risk management into a final exercise pulling it all together from a project management - measurement review and evaluation perspective.

SESSION AIM:

To present participants with the opportunity to review, reflect and consolidate learning outcomes from past two days by completing Group Project Management Reports / Plans from case study exercise which identifies all key component sessions from the course and prepares final project plan and report with key performance measures identified and reported on.

OBJECTIVES:

- Review data in case study to be able to prepare all relevant information required demonstrating understanding and use of all relevant areas of project management process overview framework
- Prepare final summary project report identifying key issues and business cost / benefits taking into account financial / non financial factors / risks and contingencies
- Identify and report on all key project management tools and controls used
- Identify key risks from case study
- Identify process and project improvement opportunities
- Identify people management issues and opportunities
- Be able to report on issues in project plan across balanced scorecard areas of finance, process, customers, people
- Deliver a concise and credible group presentation addressing all relevant issues identified from case study.

SESSION CONTENT:

- Case Study Review
- Group Summary Reports / Plans for Presentation
- Group Activities Linking ALL Tools Learned over last 3 days
- Review of last 3 days
- Group Feedback
- Thank "Yous" and Celebrate Achievements!

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2.2. Project Management – 1 Day

SESSION AIM: To present participants with the skills and tools necessary to understand the overall project management process framework and some key strategies to adopt when managing projects in a corporate organisation and apply a consistent methodology to project management.

OBJECTIVES:

- Understand the importance of the linkage between systems, people and processes when managing projects and assessing project outcomes
- Understand the Project Management Process Overview Framework and how to "Build The Picture" to start with
- Understand the 3 key phases that apply to ALL projects and the 3 key factors that influence ALL projects
- Understand the importance of linking Key Performance Indicators from the Business Case to the project deliverables / objectives
- Understand the importance of following a disciplined methodology / framework in order to maximise chances of successful project outcomes
- Understand the linkage between developing the project plan, reporting on the plan and evaluating the project performance
- Understand the importance of being able to use relevant measures in assessing success of projects

SESSION CONTENT:

- What is Project Management?
- 3 Key Phases & Factors That Influence ALL Projects
- Project Management Overview Process
- Project Teams & Project Planning
- Project Management Tools & Techniques
- Financial & Risk Management for Projects
- Reporting & Evaluating on Project Outcomes
- Group Activities Linking The Main Concepts

SESSION OUTCOMES:

At the end of this workshop people will have basic tools to confidently plan, manage and report on projects undertaken in your workplace and apply the tools learned immediately back in their workplace to better manage your projects.

3. FINANCIAL MANAGEMENT

3.2. Finance for Non Finance People - 2 Days

SESSION AIM:

To present participants with the skills and tools necessary to understand and interpret financial management reports (and key indicators) to relate data interpretation to their own business.

SESSION OBJECTIVES:

- Understand that Finance is part of an overall Business Management System.
- Understand the importance of the linkage between financial data and business decisions
- Be able to understand the linkage between financial reports - profit & loss accounts, balance sheet, and cash flow
- Understand that Business Management Systems are made up of Systems, People and Processes.
- Understand basic financial performance measures and interpret outcomes in financial reports
- Understand the importance of budgets, forecasts and key performance indicators as financial management tools
- Understand the importance of "looking beyond" the financial data when interpreting financial reports
- Be able to apply the tools learned in their workplace to better manage financial data when reviewing management reports

SESSION CONTENT:

- Business Management Systems Overview
- Financial Fundamentals
- Performance Measures
- Case Studies Linking The Main Tools
- Management Reporting
- Making The Numbers "Talk" For Your Business

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3.2. Finance for Non Finance People – 1 Day

SESSION AIM:

To present participants with the skills and tools necessary to understand and interpret financial management reports (and key indicators) to relate data interpretation to their own business.

SESSION OBJECTIVES:

- Understand that Finance is part of an overall Business Management System.
- Understand the importance of the linkage between financial data and business decisions
- Be able to understand the linkage between financial reports - profit & loss accounts, balance sheet and cash flow
- Be able to review the relationship in financial reports and "audit" the numbers to understand clearly the relationship between the basic financial reports and the impact of GST
- Understand the significance of non cash items - depreciation and amortisation and the impact on results
- Understand that profit does not equal cash and why!
- Understand that Business Management Systems are made up of Systems, People and Processes.
- Understand basic financial performance measures and interpret outcomes in financial reports
- Understand the importance of "looking beyond" the financial data when interpreting financial reports
- Be able to apply the tools learned in their workplace to better manage financial data when reviewing management reports

SESSION CONTENT:

- Business Management Systems Overview
- Financial Fundamentals
- Performance Measures
- Case Studies Linking The Main Tools
- Management Reporting
- Making The Numbers "Talk" For Your Business

3. CHANGE MANAGEMENT

3.1. Managing Organisational Change - 2 Days

SESSION AIM:

To present participants with the skills and tools necessary to understand what change is and apply the principles and tools for effective and successful change management programs to their respective businesses

SESSION OBJECTIVES:

- Understand what Change is
- Understand the key skills required in addressing change issues in organisations
- Understand how to implement change for measurable business outcomes
- Understand how to break down the perceived barriers (human and physical) that “change programs” invoke in the minds of your staff / management
- Be able to assess your organisation’s need and readiness for change
- Be able to apply an easy use change process model to your organisation to apply mechanisms and principles to overcome resistance to change
- Be able to list the key steps involved in planning for change
- Be able to prepare a strategy and plan for change to communicate and implement desired changes to your organisations’ systems, people and processes
- Be able to apply the tools learned immediately to better manage change in their workplace

SESSION CONTENT:

- What is Change and how do we manage it?
- Types and features of effective change?
- Culture and its impact on change
- Perceived barriers and overcoming resistance to change
- YOU as the change agent
- Paradigms - shifting them! and securing commitment to change
- Staying healthy and stress free
- Group Activities Linking The Key Change Management Tools

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5. RISK MANAGEMENT

5.1. Introduction to Risk Management - 1 Day

SESSION AIM:

To present participants with the skills and tools necessary to understand what risk is and to apply the principles and tools for basic risk management to their respective businesses

SESSION OBJECTIVES:

- Understand what Risk is (by definition - AS/NZS Standard 4360:2004)
- Understand what is meant by managing risk
- Understand the 5 key steps for managing risk
- Understand the importance of communication, consultation, monitoring and review as tools to support the 5 key steps for managing risk
- Understand how to determine levels of risk
- Be able to prepare a basic risk assessment plan prioritising tasks according to identified risk potential
- Be able to apply the tools learned to better manage risk in their workplace

SESSION CONTENT:

- Risk Management Overview
- What is Risk?
- Managing Risk
- Process for Managing Risk
- Determining Levels of Risk Using Likelihood ("L") and Consequence ("C") "factors"
- Group Activities Linking The Main Risk Management Tools

6. PEOPLE MANAGEMENT

6.1. Supervisor/Manager Development Training - 5 Days

OVERALL SESSION AIM:

To present participants with the skills and tools necessary to better understand their roles as supervisors/managers and understand and appreciate the variety of skill sets required by the modern supervisor/manager in today's business environments and to be able to apply the principles and tools learned to improve their performance as supervisors/managers

OVERALL SESSION OBJECTIVES:

- Understand the importance of seeing the big picture in their dealings with staff, customers and suppliers
- Understand the variety of skill sets required in their roles
- Appreciate the balance required of people and organisational skills
- Understand the importance of tackling systems, people and processes when measuring performance
- Appreciate the importance of having verbal and written communication skills
- Be able to pull together large amounts of information and collate into concise reports for upper management
- Be able to apply the tools learned to better manage their roles their workplace

SESSION CONTENT:

- Day 1 - Session 1 - [Management Systems](#)
- Day 1 - Session 2 - [Planning & Organising](#)
- Day 2 - Session 3 - [Process Improvement](#)
- Day 2 - Session 4 - [People Management](#)
- Day 3 - Session 5 - [People Management](#)
- Day 3 - Session 6 - [Risk Management](#)
- Day 4 - Session 7 - [Report Writing](#)
- Day 4 - Session 8 - [Performance Management Reporting](#)
- Day 5 - Session 9 - [Pulling It All Together](#)
- Group Activities Linking The Main Risk Management Tools

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6.1. Supervisor/Manager Development Training - 5 Days

DAY 1 - MANAGEMENT SYSTEMS/PLANNING & ORGANISING

Session 1 - Management Systems

Session introducing participants to the course and its overall content, aims and objectives - introducing the core them of systems, people and processes to build on over next 5 days.

SESSION AIM:

To present participants with the skills and tools necessary to understand some key strategies to adopt when evaluating organisational performance.

SESSION OBJECTIVES:

- Understand that Business Management Systems are made up of Systems, People and Processes.
- Understand the importance of the linkage between financial and operational data when assessing organisational performance
- Understand the importance of linking Key Performance Indicators for summary Management Reporting
- Understand the philosophy behind the Balanced Scorecard Approach to organisational performance
- Be able to understand the linkage between the 4 core areas of the Balanced Scorecard - Finance, Process, Customers, Learning & Growth (People)
- Understand the importance of being able to use supporting systems to get the data when deriving your Balanced Scorecard Measures
- Be able to apply the tools learned in their workplace to better manage organisational performance

SESSION CONTENT:

- Organisational Performance Overview
- Business Management Systems
- People, Systems and Processes
- Key Performance Indicators
- Management Reporting
- The Balanced Scorecard
- Group Activities linking the main concepts

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6.1. Supervisor/Manager Development Training - 5 Days

DAY 1 - MANAGEMENT SYSTEMS/PLANNING & ORGANISING

Session 2 - Planning & Organising

Session introducing participants to basic planning and organising techniques to lay foundations for process improvement, people management and report writing sessions later.

SESSION AIM:

To present participants with the skills and tools necessary to understand plan and organise their own work and groups work better and relate the techniques to their workplace

SESSION OBJECTIVES:

- Understand that cycle of Objectives, Planning, Organising, Leading, Controlling, and Communicating
- Understand and implement the 8 Step Planning Process
- Understand and use key planning tools - Gantt Charts and Visual Planning Charts
- Understand the importance of Control Systems in the planning process
- Be able to plan resource use to achieve targets
- Be able to monitor resource usage and operational performance
- Be able to apply the tools learned in their workplace to plan and organise work better

SESSION CONTENT:

- Planning Overview
- Setting Objectives
- Using Planning Tools
- Control Mechanisms
- Management Cycle - Responsibilities
- Building Contingency Plans
- Group Activities linking the main concepts

6.1. Supervisor/Manager Development Training - 5 Days

DAY 2 - PROCESS IMPROVEMENT /PEOPLE MANAGEMENT

Session 3 - Process Improvement

Session introducing participants to process improvement concepts and techniques to assist in linkage with people management and risk management review sessions later.

SESSION AIM:

To present participants with the skills and tools necessary to implement Process Improvement programs and understand that Continual Process Improvement involves everyone in the organisation and the results need to be measured.

SESSION OBJECTIVES:

- Appreciate the 4 levels of management systems and the need to identify relevant levels in terms of process improvement
- Understand what Quality is and the importance of the linkage between management systems and the 8 Quality Management Principles
- Be able to understand how the impact of the quality management principles links in to overall continual improvement plans
- Understand the importance of focusing on process not people to achieve long term sustainable measurable quality improvements
- Understand the importance of teamwork and planning to achieving continual process improvement
- Understand and apply the 4 stages required for process improvement
- Be able to apply the tools learned in their workplace to better manage process improvement

SESSION CONTENT:

- Process Improvement & Continual Quality Improvement
- 8 Quality Management Principles
- Process Improvement Tools
- Planning for Continual Improvement
- Process Analysis, Redesign & Measurement
- Process Impact, Value and Cost Benefit Analysis
- 4 Stages for Process Improvement
- Group Activities linking the main concepts

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6.1. Supervisor/Manager Development Training - 5 Days

DAY 2 - PROCESS IMPROVEMENT /PEOPLE MANAGEMENT

Session 4 - People Management

Session introducing participants to importance of being able to supervise/manage staff and communicate with people in our jobs to get the best results - (split over two half sessions) with linkage to previous and future sessions - systems, processes, people.

SESSION AIM:

To introduce participants to the role of the supervisor, skills required and their position in building teams and handling conflict in the workplace

SESSION OBJECTIVES:

- Understand the skills required for success - technical, interpersonal and conceptual
- Use skills acquired to resolve conflict - positive and negative conflict
- Identify human factors affecting supervisor's role
- Be able to cultivate a team environment
- Identify key activities for team building
- Apply appropriate leadership skills to situations
- Be able to apply the tools learned in their workplace to better manage people

SESSION CONTENT:

- Role of Supervisor / Manager
- Team Development
- Conflict Handling
- Group Activities linking the main concepts

6.1. Supervisor/Manager Development Training - 5 Days

DAY 3 - PEOPLE MANAGEMENT /RISK MANAGEMENT

Session 5 - People Management

Session following on from previous day on supervisory skills, team development and conflict handling covering skills of management - communication, delegation and motivation in the workplace.

SESSION AIM:

To introduce participants to the important skills required of supervisors - communication, delegation and motivation

SESSION OBJECTIVES:

- Identify and apply key human resource skills of communication, delegation and motivation
- Be able to establish a motivating environment
- Be able to differentiate between various styles of communication and their appropriateness for varying purposes
- Understand the "Communication Process" and other key Communication Skills
- Understand the delegation process
- Identify how to motivate to improve productivity
- Be able to apply the tools learned in their workplace to better manage people

SESSION CONTENT:

- Communication Process
- Communication Styles
- Levels of Communication
- Delegating
- The Delegation Process
- Delegation Self Assessment
- Motivation or Morale
- Motivating for Improved Productivity
- Motivators and Demotivators
- Group Activities linking the main concepts

6.1. Supervisor/Manager Development Training - 5 Days

DAY 3 - PEOPLE MANAGEMENT /RISK MANAGEMENT

Session 6 - Risk Management

Session introducing basic risk management tools and techniques stressing close link with management reporting, process improvement and people management.

SESSION AIM:

To present participants with the skills and tools necessary to understand what risk is and to apply the principles and tools for risk management to their respective businesses

SESSION OBJECTIVES:

- Understand what Risk is (by definition - AS/NZS Standard 4360:2004)
- Understand what is meant by managing risk
- Understand the 5 key steps for managing risk
- Understand the importance of communication, consultation, monitoring and review as tools to support the 5 key steps for managing risk
- Understand how to determine levels of risk
- Be able to prepare a basic risk assessment plan prioritising tasks according to identified risk potential
- Be able to apply the tools learned to better manage risk in their workplace

SESSION CONTENT:

- Risk Management Overview
- What is Risk?
- Managing Risk
- Process for Managing Risk
- Determining Levels of Risk Using Likelihood ("L") and Consequence ("C") "factors"
- Group Activities Linking The Main Risk Management Tools

6.1. Supervisor/Manager Development Training - 5 Days

DAY 4 - REPORT WRITING /PERFORMANCE MANAGEMENT

Session 7 - Report Writing

Session introducing basic report writing tools and techniques, pulling together the other steps learned from previous days - processes, people and systems, to gather data and present information in a concise and value adding fashion

SESSION AIM:

To present participants with the skills and tools necessary to be able to prepare a basic management report as required (business plans / operational plans / audit plans etc)

SESSION OBJECTIVES:

- Distinguish between the types and levels of management reports required
- Understand what is meant by a SWOT analysis
- Be able to report on measurements and standards
- Be able to develop action plans arising from report outcomes
- Understand the basic layouts required for reports and when to use them
- Be able to present and "sell" the relevant report / proposal
- Be able to apply the tools learned to better manage risk in their workplace

SESSION CONTENT:

- Distinguish between types of reports/plans you can use
- Purpose of reports/plans
- Key components
- What people look for in reports/plans
- "Selling" your report / plan
- Group Activities Linking The Main Risk Management Tools

6.1. Supervisor/Manager Development Training - 5 Days

DAYS 4/5 - REPORT WRITING /PERFORMANCE MANAGEMENT

Sessions 8/9 - Performance Management

Session consolidating and summarising what we have done over last week - report writing, planning, process improvement opportunities, people management, risk management into a final exercise pulling it all together from a measurement review perspective across finance, process, customers and people.

SESSION AIM:

To present participants with the opportunity to review and consolidate learning outcomes from past four days by reviewing one exercise which identifies all key component session from the course and prepares final report to management with key performance measures identified and reported on.

SESSION OBJECTIVES:

- Consolidate all sessions outcomes from previous 4 days
- Prepare final summary report
- Identify key risks from case study
- Identify process improvement opportunities
- Identify people management issues and opportunities
- Be able to report on issues in report and strategy plan across finance, process, customers, people
- Be able to apply the tools learned to better review performance management in the workplace.

SESSION CONTENT:

- Review previous session key points
- Systems, People Processes
- How To Get What You Want
- Summary issues to consider
- Group Summary Reports / Plans for Presentation
- Group Activities Linking ALL Tools Learned over last 4/5 days
- Review of last 5 days
- Thank "Yous" and Celebrate Achievements!

6.2. Managing People for Better Performance – 1 Day

SESSION AIM: To present participants with the skills and tools necessary to understand how to engage and involve all the people in your organisation to maximise their potential for individual and organisational performance improvement

OBJECTIVES:

- Understand the importance of addressing systems people and processes when considering performance management
- Learn how to maximise involvement and results from your people
- Apply the People "Trifecta" of Accountability / Responsibility and Performance
- Appreciate the difference between leadership and management and the influences that affect everyone's performance
- Identify and apply key people skills in relation to communication, delegation and motivation
- Appreciate how to address conflict in the workplace to improve outcomes
- Appreciate how to create a motivating work environment to introduce rewards and recognition schemes that lead to improve productivity

CONTENT:

- Systems, People Processes
- Power and Influences that affect Performance
- Communication, Motivation, Delegation
- Planning & Controlling Framework
- Dealing With Conflict
- Creating A Performance Culture
- Group Activities linking the main concepts

SESSION OUTCOMES:

At the end of this workshop people will be able to apply strategies to maximise team participation and individual performance and better understand group dynamics and how to manage these situations to achieve objectives. In addition people will have some strategies to apply to overcome resistance to change, engage your people to perform better and apply the tools learned immediately back in their workplace.

6.3 Team Building With A Difference! Half / 1 Day Workshop

SESSION AIM: To present participants with the skills to explore, use and apply the key team building tools necessary to achieve effective and sustainable team performance improvement by addressing the relevant 4 core business areas of Finance / Process / Customer / People

OBJECTIVES:

- Understand what makes Good Teams
- Appreciate the 4 key communication “laws” to follow for effective team performance
- Be able to practice the skills of brainstorming, problem solving and facilitation
- Understand a simple, fun but incredibly powerful self assessment profile tool – “D.R.C” to make sure you choose the right mix on your work team!
- Be able to measure team performance across the 4 core business areas of Finance / Process / Customer / People
- Appreciate the influence of people in determining successful team outcomes
- Understand, appreciate and apply the key skills of teamwork, delegation, communication, motivation, humour, listening, respect and conflict resolution in a team environment
- Understand that effective team performance is a collaborative process – do things in isolation, things happen in isolation

CONTENT:

- Team profiles and essential mix for success
- Communication styles in teams
- Identifying the appropriate composition characteristics of good team players to address problem solving, task analysis, communication, process review and productive outcomes
- Brainstorming and facilitation techniques
- 4 core business areas for team building and high performance teams
- Measurable Group Team Building Activities addressing the core areas of business from a team building perspective

SESSION OUTCOMES:

At the end of this team building workshop, you will be able to plan for and implement team performance improvement techniques. You will also function more effectively, confidently and openly in a team environment and have a greater awareness of your role and impact on team performance to improve business outcomes.

Note: The course can be easily customised to suit your particular needs for example if you feel you only need to address certain core business areas not all of them

7. ORGANISATIONAL PERFORMANCE

7.1. Improving Business Performance - 4 Days

The sessions have been designed to flow and link throughout the four-day program. Days 1 and 4 could be attended separately. Days 2 & 3 really should be done together. To maximise the full value we recommend doing the 4 days – either consecutively or over a period of 3 weeks. Week 1 (Day 1), Week 2 (Days 2&3), Week 4 (Day 4)

The following is a summary of the 4 day program by day / session (detailed topics, are covered later):

DAY 1 - BUILDING THE FRAMEWORK...

FOR BUSINESS MANAGEMENT SYSTEMS, PERFORMANCE MEASUREMENT AND RE-ENGINEERING

DAY 2 - BUSINESS PROCESS MAPPING

THE KEY TOOL IN ANALYSING AND IMPLEMENTING STRATEGIC PROCESS AND ORGANISATIONAL CHANGE MANAGEMENT

DAY 3 - BUSINESS PROCESS RE-ENGINEERING

REDESIGNING CORE PROCESSES FOR LASTING AND MEASURABLE ORGANISATIONAL PERFORMANCE IMPROVEMENT

DAY 4 - PEOPLE PERFORMANCE MANAGEMENT

A CRITICAL COMPONENT OF SUCCESSFUL BUSINESS PROCESS RE-ENGINEERING

DAY 1 - BUILDING THE FRAMEWORK FOR BUSINESS MANAGEMENT SYSTEMS, PERFORMANCE MEASUREMENT AND RE-ENGINEERING

Understand the importance of building the appropriate framework to lay the foundations for Business Process Reengineering and Organisational Improvement

- Build the picture with Business Management Systems - Systems, People and Processes
- Gain a different approach to implementing Balanced Scorecard Measures as key tools within the framework of Business Management Systems
- Utilise the four core business areas of Finance / Process / Customer / People as the key support mechanism for tackling Business Process Mapping and Business Process Re-Engineering

■ systems

■ people

■ processes

7.1. Improving Business Performance - 4 Days

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DAY 2 - BUSINESS PROCESS MAPPING - THE KEY TOOL IN ANALYSING AND IMPLEMENTING STRATEGIC PROCESS AND ORGANISATIONAL CHANGE MANAGEMENT

Explore and use the key tools necessary to achieve effective process mapping as the key driver / analysis for process improvement

- Identify the key analysis tools to use for process mapping and when and how to use them in your organisation
- Gain an insight into how the analysis tools link and integrate seamlessly with other performance measures eg balanced scorecard, environmental scorecard, quality scorecard etc.
- Learn how to effectively process map the key ('core') processes for your organisation in a way that can be measured and add value to organisational performance
- Appreciate the link between process mapping and Business Process Re-engineering ("BPR")

7.1. Improving Business Performance - 4 Days

DAY 3 - BUSINESS PROCESS RE-ENGINEERING ("BPR") - REDESIGNING CORE PROCESSES FOR LASTING AND MEASURABLE ORGANISATIONAL PERFORMANCE IMPROVEMENT

Understand how to identify non-value adding processes and re-engineer them for sustainable, measurable organisational benefit

- Appreciate the key phases to follow to achieve successful re-engineering of processes
- Gain an appreciation that re-engineering starts and ends at the process level
- Appreciate that primary goal of applying re-engineering principles is to eliminate unnecessary work not jobs or people
- By identifying the non value adding processes we must involve our people in any redesign or reengineering of new value adding processes
- Build a business case for reengineering that contributes to improved financial and non financial results
- Apply the "80:20" rule to BPR to prove how to work smarter not harder

DAY 4 - PEOPLE PERFORMANCE MANAGEMENT - A CRITICAL COMPONENT OF SUCCESSFUL BUSINESS PROCESS RE-ENGINEERING

Learn how to involve all the people in your organisation in the implementation of Business Process Re-engineering ("BPR") Projects and other organisational performance improvement initiatives

- How to identify which depts / staff to involve on BPR projects
- Build a profile of the key attributes required from BPR teams
- Learn how to maximise involvement and results from your people
- Apply the People "Trifecta" of Accountability / Responsibility and Performance to BPR projects
- How to address culture and change issues in BPR
- How to create an innovative culture to succeed in BPR

7.1. Improving Business Performance - 4 Days

DAY 1 - BUILDING THE FRAMEWORK... FOR BUSINESS MANAGEMENT SYSTEMS, PERFORMANCE MEASUREMENT AND RE-ENGINEERING

In order to build the framework for BPR we need to understand that managing our organisation and evaluating organisational performance involves everyone in the organisation and the results need to be measured.

This practical hands on workshop will show you how to develop your model for organisational change and process re-engineering by breaking down the jargon and showing how to link strategic vision, mission and values to the detailed management systems levels and the four core areas covered by the Balanced Scorecard - Finance, Process, Customers and People.

Topics include:

- Business Improvement Framework Model - Systems, People and Processes
- Basic principles of good business management systems ("BMS")
- 4 levels and phases of Business Management Systems
- A brief review into key components of the Business Improvement Framework Model:
- Culture / People / Planning / Tools / Measures / Evaluation
- Introducing Balanced Scorecard Measures as key support mechanisms for tackling Business Process Mapping and Business Process Re-Engineering
- How to link Vision, Mission and Values to Strategy and Process
- Evaluating Performance Measures

At the end of this workshop people will have the framework / model to follow over the next 3 days to implement Business Process Mapping / Re-engineering strategies involving key people in the organisation

7.1. Improving Business Performance - 4 Days

DAY 2 - BUSINESS PROCESS MAPPING

THE KEY TOOL IN ANALYSING AND IMPLEMENTING STRATEGIC PROCESS AND ORGANISATIONAL CHANGE MANAGEMENT

Business succeeds or fails at the process level, yet organisations often ignore or inadequately address process review at the wrong time or in the wrong sequence in change management programs. Learn how to use simple but incredibly effective, tried and tested, user-friendly process mapping tools.

This practical hands on workshop will show you how to develop process maps for your organisations key processes and appreciate that only once you have reviewed existing processes can you seriously contemplate business process re-engineering.

Topics include:

- What is a process
- What / Why / How to process map
- Process vs Productivity
- What are Value / Non Value Adding processes
- 4 Key process mapping analysis tools
- Linking process mapping and process steps to all relevant areas of business to leverage performance improvement
- Process Efficiency vs Process Effectiveness
- Applying KPI's at the process level using Balanced Scorecard Concepts
- Steps in constructing an effective process map
- Analysing existing example processes in workgroups
- The 3 Golden rules for Process Mapping
- Linking Process Mapping to Customer Service Strategies
- Managing Process Improvement Teams
- Project Managing Process Improvement Projects
- Process Mapping Overview Model
- Process Improvement "Road Map"
- Identifying and measuring the "AS IS" position in process map from a Balanced Scorecard perspective as basis for Process Redesign / Re-engineering

At the end of this workshop people will be able to develop process maps for their organisation and link quantitative and qualitative measures from analysis as basis to reengineer improved processes

7.1. Improving Business Performance - 4 Days

DAY 3 - BUSINESS PROCESS RE-ENGINEERING

REDESIGNING CORE PROCESSES FOR LASTING AND MEASURABLE ORGANISATIONAL PERFORMANCE IMPROVEMENT

Processes in business rarely happen in isolation yet are almost without exception addressed in isolation when Business Process Re-engineering is attempted with organisations attempting business improvement or "jumping on the re-engineering bandwagon" without considering the overall framework to follow. Building on from day 2 workshop on process mapping, understand and apply the 4-stage process required for successful process redesign or reengineering to take place.

Topics include:

- What exactly is Business Process Re-engineering
- Need for a proper business case to be established at the outset of any BPR project and link to Balanced Scorecard
- 4 Stage process for BPR - how to do it and measure
- Understand the importance of focussing on the process not the people as key to achieving BPR success
- Understand the linkage of BPR with other organisational strategic initiatives / measures used eg Balanced Scorecard
- A symbolic tool to measure success in BPR - "The Qualometer"
- Importance of teamwork and planning in for BPR success
- Managing risk in BPR
- Do you fit the 10-part profile of the successful "Re-engineer"?
- What is needed in working through BPR projects - Understanding/Inventing/Constructing/Selling
- Environment in which BPR work is done - Uncertainty/Experimentation / Pressure
- Leadership tools required for BPR - Signals/Symbols/Systems
- Top 10 traps to avoid failure in BPR projects
- Pros and cons of using consultants on BPR projects

At the end of this workshop people will be able to reengineer process maps for their organisation and link quantitative and qualitative measures from initial analysis "AS IS" to the reengineered process value added "TO BE" position.

7.1. Improving Business Performance - 4 Days

DAY 4 - PEOPLE PERFORMANCE MANAGEMENT

A CRITICAL COMPONENT OF SUCCESSFUL BUSINESS PROCESS RE-ENGINEERING

The best systems and processes will count for little in an organisation if it cannot get it's people on board to support and carry through the changes required through Business Process Re-engineering. Day 4 completes the picture of Systems People and Process by focussing in detail on key issues to address to maximise the input and participation of our staff in BPR change projects.

Topics include:

- How to get what you want from your BPR project teams
- Attributes of successful BPR teams
- Key communication rules to follow when working with BPR teams
- How to cultivate a good team environment to achieve successful BPR and organisational change
- Emotional cycle followed through the change process
- How to deal with conflict and resistance to change
- Process Improvement Team Management - Structure and Roles
- The People Performance "Trifecta"
- Creating the right mix of people / skills to maximise chance of success in BPR projects
- BPR project planning and control framework
- Keeping our BPR Project Team Objectives "SMART"
- How to establish business rules for our people to follow
- Principles for overcoming resistance to change in BPR projects
- Key mechanisms for overcoming resistance to change in BPR projects

At the end of this workshop people will be able to apply strategies to maximise team participation in BPR projects and better understand the group dynamics and how to manage these situations to achieve objectives. In addition people will have some strategies to apply to overcome resistance to change.

7.2. Introduction To Balanced Scorecard - 1 Day

SESSION AIM:

To present participants with the skills and tools necessary to understand some key strategies to adopt when evaluating organisational performance by using the Balanced Scorecard as a key strategic tool.

SESSION OBJECTIVES:

- Understand the philosophy behind the Balanced Scorecard Approach to organisational performance
- Be able to understand the linkage between the 4 core areas of the Balanced Scorecard - Finance, Process, Customers, Learning & Growth (People)
- Understand the importance of being able to use supporting systems to get the data when deriving your Balanced Scorecard Measures
- Understand that organisations need to combine people, systems and processes when looking at organisational performance
- Understand the importance of the linkage between financial and operational data when assessing organisational performance
- Understand the importance of linking Key Performance Indicators for summary Management Reporting
- Be able to apply the tools learned in their workplace to better manage organisational performance

SESSION CONTENT:

- The Balanced Scorecard
- Organisational Performance Overview
- Business Management Systems
- People, Systems and Processes
- Key Performance Indicators
- Management Reporting
- Group Activities linking the main concepts

7.3. How To Manage Your Business And Sleep At Night - 1 Day

SESSION AIM:

To present participants with the skills and tools necessary to better manage the four core business areas and understand that managing your business and evaluating organisational performance involves everyone in the organisation and the results need to be measured.

SESSION OBJECTIVES:

- Understand in simple terms what Vision / Mission and Values mean and how they link to Fruitbowls, Turtles and the Four Core Areas of Business
- Understand that Business Management Systems ('BMS') are made up of Systems, People and Processes
- Understand that things do not happen in isolation in business - there is always an overlapping effect and you need to manage this for better business performance
- Be able to understand the linkage and overlap between the 4 core areas of that impact on any business regardless of size or industry - Finance, Process, Customers, People
- Understand the importance of the linkage between financial and operational data when managing your business - to provide overview management reporting
- Understand the importance of being able to use supporting management systems to get the data when deriving your "Bizometer" Measures
- Be able to apply the tools learned in their workplace to better manage your business and business performance

SESSION CONTENT:

- Vision / Mission / Values - Strategy Versus Process
- Business Management Systems
- Systems, People and Processes
- Key Performance Indicators for Finance Process Customers People
- Finance - what are the key things you need to know to manage your business?
- Process - what are the key activities that drive your business and how do you manage them?
- Customers - what are the key things you need to know about them and why should they buy from you
- People - What are the key things you need to know to get the best out of you / your people?
- Management Reporting
- The Balanced Scorecard - Your "Business Barometer"
- Group Activities linking the main concepts

7.4. Internal Auditing of Business Management Systems 1 Day

IMPLEMENTING INTERNAL AUDIT AS A KEY BUSINESS DRIVER

SESSION AIM:

To present participants with the basic skills necessary to prepare, plan and implement internal audits to the Business Management System ("BMS") and use the key tools necessary to achieve effective audit outcomes as a key driver for process improvement and value add to the business

OBJECTIVES:

- Have a clear understanding of what an internal audit is and why we do it
- Apply the "A.U.D.I.T." acronym across the organisation when planning for internal audits
- Appreciate the importance of the key types of internal audits performed and outcomes required – compliance and value add
- Identify the key audit tools to use for conducting internal audits of the BMS and when and how to use them in your organisation
- Understand the importance of measuring outcomes from the audits using the balanced scorecard framework of FINANCE, PROCESS, CUSTOMER, PEOPLE
- Gain an insight into how the audit tools link and integrate seamlessly with other performance measures eg balanced scorecard, environmental scorecard, quality scorecard etc.
- Learn how to effectively review and analyse BMS process maps and supporting forms and work instructions for the key ('core') processes for your organisation in a way that can be measured and add value to organisational performance.
- Appreciate the link between internal audits, Process Mapping, Service Improvement Opportunities and continuous improvement

At the end of this workshop people will be able to develop audit programs to test and review the for their organisation and link quantitative and qualitative measures from analysis as basis to reengineer improved processes

SESSION CONTENT:

- "A.U.D.I.T." Overview – Link to Business Management Systems ("BMS")
- What / Why /How of Internal Audit
- Identifying Value / Non Value Adding Activities
- Audit Tools
- Audit Planning - Plan / Do / Check / Act Cycle
- Measuring "AS IS" Position From Process Review
- Group Activities linking the main concepts

■ systems

■ people

■ processes

7.5. Report Writing – Developing the Business Case – 1 Day

SESSION AIM: To present participants with the skills and tools necessary to understand the importance of report writing as a persuasive communication tool through using the business case to influence, persuade and implement positive business outcomes that add value

OBJECTIVES:

- Understand why report writing is important and appreciate why people do not write the way they speak
- Appreciate key steps to follow in report writing to ensure we avoid mixed messages and “hit the spot” with our target audience
- Follow a framework / methodology for report writing to ensure you know what reports to use and when to use them
- Be able to prepare a Business Case following key templates
- Identify and apply key balanced scorecard measures to support the compelling benefits put forward in the Business Case
- Appreciate and apply the key skills required to sell the benefits of the Business Case to executive management
- Be able to implement the outcomes from the business case and follow next steps to roll out in the organisation

CONTENT:

- Report Writing
- Balanced Scorecard Measures
- Developing The Business Case
- Risk Management
- Selling The Business Case
- Group Activities linking the main concepts

SESSION OUTCOMES:

At the end of this workshop people will be able to apply balanced scorecard methodology to developing and presenting a Business Case to support business change and apply the tools learned immediately back in their workplace.

7.6. Implementing Process Improvement Tools – 1-2 Days

SESSION AIM: To present participants with the skills necessary to explore and use the key tools necessary to achieve effective and sustainable business improvement using process mapping and analysis tools as the key drivers for process improvement

OBJECTIVES:

- Understand and follow the Process Improvement Overview Model
- Understand that only once you have built the picture “your front end” can you tackle all the necessary areas in your organisation in an organised way that can sustain process improvement
- Understand that Process Improvement involves everyone in your organisation
- Understand that for Sustainable Business Improvement the results need to be measured
- Understand the difference and linkage between Strategy and Process
- Understand what a Business Management System (“BMS”) is, its power and its potential
- Understand the 4 Levels and Phases Of Management Systems
- Appreciate the influence of Culture in determining successful outcomes in Process Improvement Programs
- Appreciate the importance of People Communication in influencing successful outcomes in Process Improvement Programs
- Understand the 4 basic areas of the Balanced Scorecard as a tool to measure and evaluate the success of Process Improvement programs
- Practice some key process analysis and redesign tools for process improvement - identify issues impacts and actions to address when process mapping

CONTENT:

- Process Improvement Overview
- What / why / how of Process Improvement
- Building the picture – linking strategy to process
- Culture Teams & Planning
- Process Improvement Tools
- Process Analysis and Redesign
- Balanced Scorecard Measures - Measuring "AS IS" Position From Process Review
- Group Activities linking the main concepts

SESSION OUTCOMES:

At the end of this workshop people will be able to follow a process improvement framework that allows you to plan and implement process improvement in your organisation and link quantitative and qualitative measures from analysis as a basis to redesign improved processes, and apply the tools learned immediately back in their workplace.

7.7. Introduction to Process Mapping - 1 Day

FROM DAY 2 OF IMPROVING BUSINESS PERFORMANCE WITH SOME MODIFICATIONS TO SUIT SPECIFIC CLIENT NEEDS / TARGET AUDIENCE

7.8. Process Mapping & Redesign - 2 Days

FROM DAY 2/3 OF IMPROVING BUSINESS PERFORMANCE WITH SOME MODIFICATIONS TO SUIT SPECIFIC CLIENT NEEDS / TARGET AUDIENCE - THIS WOULD HAVE A TARGET AUDIENCE ALL OF ITS OWN AND AGAIN WOULD LINK WELL INTO THE PEOPLE MANAGEMENT COURSES - MANAGEMENT / LEADERSHIP

7.9. Implementing /Redesigning Management Systems - 2 Days

FROM MATERIAL USED ON OTHER REACH TO ACHIEVE COURSES - PLUS ADDITIONAL MATERIAL. THIS WOULD HAVE A TARGET AUDIENCE ALL OF ITS OWN AND AGAIN WOULD LINK WELL INTO THE PEOPLE MANAGEMENT COURSES - MANAGEMENT / LEADERSHIP

Note...

*All Reach to Achieve courses can be customised to suit specific client needs!
No problem at all!
You can “mix and match” to suit your particular needs.*