



Management  
Development  
Training  
Brochure

# Management Development Programmes

## Supervisors & Managers

- The ABC's Of Supervising Others
- Negotiating for Results
- Effective Planning and Scheduling
- The Professional Supervisor
- Business Leadership: Becoming Management Material
- Project Management Training: Understanding Project Management
- Team Building - Developing High Performance Teams
- Inventory Management - The Nuts and Bolts
- Coaching - A Leadership Skill
- Leadership Skills for Supervisors - Communication, Coaching and Conflict
- Delegation - The Art of Delegating Effectively
- Meeting Management - The Art of Making Meetings Work
- Advanced Project Management

## Career Development

- Critical Thinking
- Problem Solving and Decision Making
- Emotional Intelligence
- Writing Reports and Proposals
- Public Speaking Under Pressure
- Time Management - Get Organised for Peak Performance
- Skills for the Administrative Assistant
- Business Etiquette - Gaining that Extra Edge
- Communication Strategies
- Conflict Resolution - Dealing with Difficult People
- Understanding Human Behaviour

## Human Resources

- Human Resource Training for The Non-HR Manager
- Creating a Top-Notch Talent Management Program
- Stress Management
- Business Succession Planning - Developing and Maintaining A Succession Plan
- Hiring for Success - Behavioral Interviewing Techniques
- Performance Management - Managing Employee Performance

## Sales & Marketing

- Marketing and Sales
- Customer Service Training - Critical Elements of Customer Service
- Overcoming Objections to Nail the Sale
- CRM - An Introduction to Customer Relationship Management
- Prospecting for Leads Like A Pro
- Branding: Creating and Managing your Corporate Brand
- Dynamite Sales Presentations



We understand that learning is dynamic and each organisation has varying development needs. Each of our programmes comes with full resources to support learning and career development.

Student manuals, pre-assignment guides, quick reference guides, practice questions, templates, case studies, certificates of completion etc. are some of the materials each participant will receive and work with.

# Supervisors & Managers



## The ABC's of Supervising Others

This **two-day workshop** is designed to help you overcome many of the supervisory problems you will encounter in your first few weeks as a boss, whether you are a team leader, a project manager, or a unit coordinator. Dealing with the many problems a new supervisor encounters isn't easy, but it doesn't have to lead to discouragement.

## Learning Objectives

- Clarify roles and responsibilities of the new job.
- Adjust to the new role with confidence and an assurance you can handle the position.
- Develop your skills in listening, asking questions, resolving conflict, and giving feedback to employees.
- Develop a technique for making sure you give employees instructions that are clear and understood.
- Identify some techniques to deal with employee challenges, such as hostility, complaints, and laziness.
- Understand the importance of developing good relationships with employees and peers, so you are seen as fair and consistent.

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## Negotiating for Results

Negotiating is a fundamental fact of life at any level. Whether you are working on a project or fulfilling support duties, this **two day workshop** will provide you with a basic comfort level to negotiate with both internal and external clients. This interactive workshop includes techniques to promote effective communications and gives you techniques for turning face-to-face confrontation into side-by-side problem solving.

## Learning Objectives

- Understand how often we all negotiate and the benefits of good negotiation skills.
- Recognize the importance of preparing for the negotiation process, regardless of the circumstances.
- Identify the various negotiation styles and their advantages and disadvantages.
- Develop strategies for dealing with tough or unfair tactics.
- Gain skill in developing alternatives and recognizing options.
- Have the opportunity to practice the "how to" of these skills in a supportive environment.

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## The Professional Supervisor

In today's changing workplace, many new supervisors are unsure of their roles and responsibilities. They have little experience dealing with the challenges of managing work through others. They haven't had the opportunity to develop those critical skills of planning work, leading their group, and communicating with their employees, their colleagues, and their manager. This **three-day workshop** will give you just that opportunity.

## Learning Objectives

- Understand the scope and nature of the supervisory position.
- Learn some ways to deal with the challenges of the role.
- Recognize the responsibilities you have as a supervisor, to yourself, to your team, and to your organization.
- Identify key techniques to help you plan and prioritize effectively
- Acquire a basic understanding of and develop strategies for leadership, team building, communication, and motivation and what part they play in effective supervision.

# Supervisors & Managers



## Coaching - A Leadership Skill

Coach, Role Model, Counselor, Supporter, Guide...do these words ring a bell? Being a coach involves being a role model, sometimes a counselor or supporter, and always a guide. Coaching is based on a partnership that involves giving both support and challenging opportunities to employees. Knowing how and when to coach is an essential skill that can benefit both you and your organization. This **one-day workshop** will help you become a better coach in all senses of the word.

## Learning Objectives

- Understand how coaching can be used to develop your team.
- Develop the coaching skills that help improve individual performance.
- Demonstrate the behaviors and practices of an effective coach.
- Recognize employees' strengths and give them the feedback they need to succeed.

## The Art of Delegating Effectively

Delegation is often one of the hardest skills for a manager to master. However, the skill can be learned. This **one-day workshop** will explore many of the facets of delegation: when to delegate, and who to delegate to. We will also go through the delegation process step by step, to see where the pitfalls lie, and what we can do about getting around them.

## Learning Objectives

- Clearly identify how delegation fits into your job and how it can make you more successful.
- Identify different ways of delegating tasks.
- Use an eight-step process for effective delegation.
- Give better instructions for better delegation results.
- Ask better questions and listen more effectively.
- Recognize common delegation pitfalls and how to avoid them.
- Test your delegation skills.

## Team Building: Developing High Performance Teams

Your success as a manager can often depend on how well your team operates. How are their problem-solving skills? Are they enthusiastic and motivated to do their best? Do they work well together? There have been hundreds of studies demonstrating that human beings function better and learn better in groups. If you want to develop your team leadership skills and unleash the talent of your individual team members, this **three-day workshop** is a practical look at current leadership practices that work.

## Learning Objectives

- Identify different types of teams.
- Build teamwork by recognizing and tapping into the twelve characteristics of an effective team.
- Promote trust and rapport by exploring your team player style and how it impacts on group dynamics.
- Recognize the key elements that move a team from involvement to empowerment and how to give these elements to your team.
- Develop strategies for dealing with team conflict and common situations.

## Business Leadership: Becoming Management Material

This **three-day workshop** is a tool for your leadership development. It is designed to help you create and accomplish your personal best, and to help you lead others to get extraordinary things done. At its core, leadership means setting goals, lighting a path, and persuading others to follow. But the responsibility entails much more. By accepting the challenge to lead, you come to realize that the only limits are those you place on yourself.

## Learning Objectives

- Identify your leadership profile and explore how you can use this knowledge to create your own future
- Assess your leadership competencies and learn how you can develop your strengths
- Identify those additional skills and tools that can make you a better leader
- Develop your ability to influence and communicate with others
- Become a better problem-solver and decision-maker
- Discover how you can prepare for and embrace the forces of change.

# Supervisors & Managers



## Project Management Training: Understanding Project Management

Project management isn't just for construction engineers and military logistics experts anymore. Today, in addition to the regular duties of your job, you are often expected to take on extra assignments – and to get that additional job done well, done under budget, and done on time. This workshop is not intended to take you from a supervisory or administrative position to that of a project manager. However, this **three-day workshop** will familiarize you with the most common terms and the most current thinking about projects.

## Learning Objectives

- Understand what is meant by a project.
- Recognize what steps must be taken to complete projects on time and on budget.
- Have a better ability to sell ideas and make presentations.
- Know simple techniques and tools for planning and tracking your project

## Leadership Skills for Supervisors

Supervisors represent an important force in the Nigerian and global economy. This **one-day course** will show that you have the power to turn on or turn off the productivity of the people who work for you. You are the crucial interface between the employee on the shop floor or the service desk and the managers of the organization. You usually have more experience and more skill than the employees you supervise, because management tends to look for super people to fill those roles.

## Learning Objectives

- Learn ways to prioritize, plan, and manage your time.
- Identify your primary leadership style and techniques for maximizing that style.
- Develop more flexibility to use other leadership styles.
- Search for ways to overcome communication barriers.
- Determine ways you can meet the needs of employees and co-workers through communication and coaching.
- Explore ways to engage in productive rather than toxic debate, and to make conflict a powerful force for creative, well-rounded solutions to problems.

## Advanced Project Management

It's easy to forget the "manager" part of your "project manager" title amongst all the activity during a project. However, it is crucial that you hone your management skills as they are an important part of your success as a project manager. There are also some advanced project management techniques that you can master to help bring your projects to the next level. These are the two areas that we will focus on in this **one-day workshop**.

This workshop presumes that you have a thorough understanding of project management, including topics such as preparing a statement of work, setting project goals, scheduling, budgeting, managing project risks, and executing a project.

## Learning Objectives

- Think critically when choosing a project team
- Make the best of an assigned project team
- Help teams move through various stages to become a high-functioning machine
- Maximize productivity at team meetings
- Reward and motivate your team
- Develop and execute a communication plan
- Communicate with sponsors and executives more effectively
- Identify problem team members and strategies for working with them

# Career Development



## Communication Strategies

This **two-day workshop** is designed to help you improve your interactions with other people in your workplace or at home. This workshop gives participants the opportunity to improve the critical communication skills of listening, asking questions and being aware of non-verbal messages. This workshop can also help participants who are struggling to find that middle ground between being too aggressive and too passive, and how to counter the manipulative tactics of difficult people. Participants will also learn more about the elements of our communication with others that help us reveal appropriate information about ourselves, and how to get a handle on how to better manage ourselves for a professional image.

## Learning Objectives

- Identify common communication problems that may be holding you back
- Develop skills in asking questions that give you information you need
- Learn what your non-verbal messages are telling others
- Develop skills in listening actively and empathetically to others
- Learn how to firmly stand your ground and make your feelings heard
- Enhance your ability to handle difficult situations without being manipulated
- Be aware of the five types of relationships

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## Time Management

Time is money, the saying goes, and lots of it gets lost in disorganization and disruption. This workshop will help you get a grip on your office space, organize your work flow, learn how use your planner effectively, and delegate some of your work to other people. This **one-day workshop** will also help you organize and prioritize for greater workplace efficiency. The workshop is full of ideas for organizing your work area and your paperwork and working on the “right” things. Get out of your mental rut. Think new thoughts about the time you have. Discover new ways of doing things and feel more in control of your life.

## Learning Objectives

- Better organize yourself and your workspace for peak efficiency.
- Understand the importance of, and the most useful techniques for, setting and achieving goals.
- Identify the right things to be doing and develop plans for doing them.
- Learn what to delegate and how to delegate well.
- Take control of things that can derail workplace productivity.

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## Conflict Resolution: Dealing with Difficult People

Edward Deming, the father of quality management, has said that people can face almost any problem except the problem of people. They can work long hours, face declining business, even the loss of a job, but they can't deal with the difficult people in their lives. This **one-day workshop** will help you identify some of the ways you may be contributing to these problems and give you some strategies you can adopt, at work and in your personal life.

## Learning Objectives

- Recognize how your own attitudes and actions impact on others
- Find new and effective techniques for managing negative emotions
- Develop coping strategies for dealing with difficult people and difficult situations
- Identify those times when you have the right to walk away from a difficult situation
- Learn some techniques for managing and dealing with anger.

# Career Development



## Critical Thinking

In today's society, many people experience information overload. We are bombarded with messages to believe various ideas, purchase things, support causes, and lead our lifestyle in a particular way. How do you know what to believe? How do you separate the truth from the myths?

The answer lies in critical thinking skills. The ability to clearly reason through problems and to present arguments in a logical, compelling way has become a key skill for survival in today's world. This **two-day workshop** will give you some practical tools and hands-on experience with critical thinking and problem solving.

## Learning Objectives

- Define critical and non-critical thinking
- Identify your critical thinking style(s), including areas of strength and improvement
- Describe other thinking styles, including left/right brain thinking and whole-brain thinking
- Work through the critical thinking process to build or analyze arguments
- Develop and evaluate explanations
- Improve key critical thinking skills, including active listening and questioning
- Use analytical thought systems and creative thinking techniques
- Prepare and present powerful arguments

## Writing Reports & Proposals

This **two-day workshop** is intended to help you do the writing your job demands. If you are a manager at any level in business, government, or industry, you must write reports. Whether you want to or not, you write to explain things, to smooth relationships and to convince others of the value of some course of action. Writing must be clear, concise, complete, and correct. It must also convey your message in a courteous tone. The workshop will help you to identify the range of this kind of writing, the forms it takes, and the persuasive techniques it requires.

## Learning Objectives

- To learn the value of good written communications.
- To develop paragraphs that introduce, connect, develop, and conclude some part of an idea.
- To prepare reports and proposals that inform, persuade, and provide information.
- To learn how to proofread your work so you are confident it is clear, concise, complete, and correct.
- To provide an opportunity to apply these skills in real work applications.

## Problem Solving & Decision Making

As an individual, facts and knowledge can only go so far. Solving tough problems requires the ability to define the true problem, analyze the possible causes, create options, select the most feasible option, and then implement it. This **two-day workshop** should help individuals enhance their efforts to find sustainable solutions and learn new ways to approach problem-solving to reach win-win decisions.

## Learning Objectives

- Increase your awareness of problem-solving steps and problem-solving tools.
- Distinguish root causes from symptoms to identify the right solution for the right problem.
- Improve your problem solving and decision-making skills through identifying your own problem-solving style.
- Identify ways to think creatively and work towards creative solutions.
- Recognize the top ten rules of good decision-making.

# Career Development



## Public Speaking Under Pressure

Speaking under pressure, or thinking on your feet, is based on being able to quickly organize your thoughts and ideas, and then being able to convey them meaningfully to your audience to modify their attitudes or behavior. It applies to formal speeches as well as everyday business situations. It requires presence of mind, goal orientation, adaptation, and judgment. It also requires differentiating between oral and written communications.

This **two-day workshop** has been designed for those who are in positions where they must speak in front of audiences that are hostile or demanding. This material is also suitable for those who are relatively new speakers who want some encouragement to speak up in meetings or who want some training before they begin making presentations on behalf of the organization. This course is aimed at improving your skills and learning some new techniques which will give you the persuasive edge when you are making a presentation, fielding difficult questions, or presenting complex information.

## Learning Objectives

- Quick and easy preparation methods – whether you have one minute or one week to prepare.
- What you can do to prepare for questions before you know what those questions will be.
- How you can overcome the nerves that you may have when speaking in front of a group, particularly if the group is not sympathetic to what you have to say.
- Presentation techniques that establish your credibility and get people on your side

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## Skills for the Administrative Assistant

Work is not the only thing that matters in life, but most of us want to take pride in what we do. While we don't have to like the people we work with, or report to, at the very least we should be able to interact positively with them. The biggest influence on job satisfaction is our relationship with others. This is a **two-day workshop** designed for those who work in support positions, to help them improve their everyday performance in an office environment. The two days will help you improve your communications skills, make a good first impression, and develop personal management skills.

## Learning Objectives

- Understand the importance of professional presence on the job.
- Learn how to self-manage to become more effective and efficient.
- Improve your communications skills, including listening, questioning, and being more assertive.
- Increase your effectiveness in recognizing and managing conflict and dealing with difficult people.

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## Emotional Intelligence

Emotional intelligence, also called EQ, is the ability to be aware of and to manage emotions and relationships. It's a pivotal factor in personal and professional success. IQ will get you in the door, but it is your EQ, your ability to connect with others and manage the emotions of yourself and others, that will determine how successful you are in life. We have all worked with and listened to brilliant people. Some of them were great and... well, some were not so great. The mean and the meek and all those in between can teach us more than they realize. When we look at the truly extraordinary people who inspire and make a difference you will see that they do this by connecting with people at a personal and emotional level. What differentiated them was not their IQ but their EQ – their emotional intelligence. This **one-day course** will give you the EQ edge.

## Learning Objectives

- Understand what emotional intelligence means
- Recognize how our emotional health and physical health are related
- Learn techniques to understand, use, and appreciate the role of emotional intelligence in the workplace
- Understand the different emotions and how to manage them
- Create a personal vision statement
- Understand the difference between optimism and pessimism
- Validate emotions in others

# Career Development



## Understanding Human Behaviour

Personality is what's on the inside; *behaviour* is what comes out and it affects - and is affected by - those around us.

Understanding human behaviour allows us to focus on the words/actions which shape our interactions with others, develop effective human skills and provide a framework for predicting behaviour.

In signing up for this programme, participants will have taken the first step in understanding themselves and their behavioural tendencies/how to manage same. For all managers, the programme provides a platform for understanding themselves/how to manage others productively in different circumstances and the ever changing social and environmental conditions. This **one-day programme** is an assessment-based (DiSC®) learning experience that helps people reconnect to themselves and others by embracing their diverse strengths and behaviour styles.

When an organization understands its staff, it can set better goals and get its workforce to function at peak efficiency.

## Learning Objectives

- Gain insights into your behaviour and those of others.
- Understand and appreciate the work styles of others.
- Learn how to communicate and persuade more effectively.
- Create strategies for overcoming challenges when working with people of different DiSC® styles.
- Work collaboratively and respectfully with individuals with diverse backgrounds.
- Adapt to new workplace environments and changing professional needs.
- Develop leadership and self-management skills to work effectively in a variety of social and group contexts.
- Respond appropriately to feedback from supervisors and team members.



At Carthena Advisory, we typically engage all clients in a 'training needs analysis' session, to help us better understand specific needs of potential participants and how the training sessions will help each client achieve their growth and development objectives.

For our **executive management development programmes**, we execute these in partnership with international training institutions in the UK, USA, UAE, South Africa and Rwanda. Send us a message on what you're looking to achieve at the executive level and we'll get back to you immediately.

# Human Resources



## Human Resource Training for the Non-HR Manager

This is a **three-day overview** of human resource issues facing today's business owners and managers. You do not always have the expertise to deal with the many employee relationship issues you face, and yet you will be expected to make decisions that are both effective and legal. This workshop will walk you through the hiring process, from performing a skills inventory to conducting the interview; discuss orientation; and cover some issues that arise after the hiring process (such as diversity issues, compensation, and discipline).

## Learning Objectives

- The latest trends in the human resource field and the changing role of the human resource professional.
- How to write job specifications and identify core competencies.
- Methods of finding, selecting, and keeping the best people using behavioral description interviewing techniques.
- How to get employees off to a good start.
- How to deal with compensation and benefits.
- How to maintain healthy employee relations.
- How to make performance appraisals a cooperative process.

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## Performance Management - Managing Employee Performance

Inspiring someone to be their best is no easy task. Just how do you manage for optimum performance? How do you create a motivating environment that encourages people to go beyond their best? This **one-day workshop** will give you some of those skills.

## Learning Objectives

- Understand the role of goal setting in performance management.
- Have tools to help your employees set and achieve goals.
- Have a three-phase model that will help you prepare employees for peak performance, activate their inner motivation, and evaluate their skills.
- Have a better knowledge of motivational tools and techniques.

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## Creating a Top-Notch Talent Management Program

Organizations recognize that they do better business when their people are engaged, motivated, and yes, talented. Having the right people in place at the right time is a key aspect to continued growth, success, or even just stability.

This **two-day course** will provide you with just what it takes to have the right people ready. It will help you create a program to measure the talents of your people and how to help them grow in preparation for the future. It will also help you support and grow your organization by teaching you how to apply the most current research and adapt your organization to the ever-changing marketplaces.

## Learning Objectives

- Apply the multifaceted aspects of talent management in their own organizations
- Describe the skills required to manage high potential candidates
- Recognize and foster talent within an organization
- Explain the principles of competency-based management
- Use the language for talent management

# Human Resources



## Hiring for Success: Behavioural Interview Techniques

This workshop concentrates on the pre-interview preparation; developing questions and their value; the interview techniques that get specific, behavior-based examples of past performance; and the strategies that follow through on this process. This **two-day workshop** takes the behavioral interview even further with a discussion of communication techniques and the use of other types of interview questions.

## Learning Objectives

- Recognize the costs incurred by an organization when a wrong hiring decision is made.
- Develop a fair and consistent interviewing process for selecting employees.
- Prepare better job advertisements and use a variety of markets.
- Be able to develop a job analysis and position profile.
- Use traditional, behavioral, achievement oriented, holistic, and situational interview questions.
- Enhance communication skills that are essential for a skilled recruiter.
- Effectively interview difficult applicants.
- Check references more effectively.
- Understand the basic employment laws that can affect the hiring process

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## Business Succession Planning

Change is a hallmark of today's business world. In particular, our workforce is constantly changing – people come and go, and move into new roles within the company. Succession planning can help you make the most of that change by ensuring that when someone leaves, there is someone new to take their place. This **one-day course** will help you develop, maintain, and evaluate your succession plan.

## Learning Objectives

- Understand the value of succession planning for successful businesses.
- Develop expertise with the key elements of a succession plan.
- Create and discuss aspects of a succession plan.
- Discuss the elements of a succession plan in terms of roles, responsibility, function, scope, and evaluation.

# Sales & Marketing



## Customer Service Training

Have you ever encountered an unpleasant customer and not known what to do? Do you worry that you're not assertive enough with demanding people? Do you struggle to solve problems? Do you know who your customers are? Do you have individual and organizational goals to strive for?

This **two-day workshop** will help you in all of these areas, and more!

### Learning Objectives

- Recognize that service delivery is an individual response value.
- Understand how your own behavior impacts the behavior of others.
- Develop more confidence and skill as a problem-solver.
- Communicate more assertively and effectively.
- Learn some ways to make customer service a team approach.

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## Branding: Creating & Managing Your Corporate Brand

Your brand is the vehicle that propels your product or service into your customer's lives, and into their hearts. A good brand is much more than an attractive image combined with some witty type. Your brand must reflect the heart and soul of your product and offer a promise that you can live up to. This **two-day course** will get you started on the road to creating a perfect brand.

### Learning Objectives

- Define what a brand is and what branding is about
- Define various types of brand architecture and brand extension
- Identify your brand's products, its features, and their values
- Write a mission, vision, and style statement for a brand
- Describe the basics of positioning a brand
- Understand the basics of creating a visual identity, including a brand name, slogan, and logo
- Help your employees live the brand by empowering them to be ambassadors and creating strong brand touchpoints
- Effectively plan an internal and external brand launch
- Monitor and evaluate your brand, and understand how to respond to the results

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## Dynamite Sales Presentation

A great sales presentation does not demand you have all the bells and whistles to impress the client with your technical skills. Rather, try impressing your clients with your knowledge of the products and services you sell and your understanding of their problems and the solutions they need. This **one-day workshop** will focus on your formal written proposal and in-person presentation.

### Learning Objectives

- Identify the key elements of a quality proposal
- Know how to write a winning proposal
- Perfect your first impression, including your dress and your handshake
- Feel more comfortable and professional in face-to-face presentations

# Sales & Marketing



## Marketing & Sales

A small marketing budget doesn't mean you can't meet your goals and business objectives – you just have to be more creative in your marketing tactics. This **one-day workshop** will show you how to get maximum exposure at minimum cost. Learn effective, low-cost, and non-cost strategies to improve sales, develop your company's image, and build your bottom line.

## Learning Objectives

- Recognize what we mean by the term “marketing.”
- Discover how to use low-cost publicity to get your name known.
- Know how to develop a marketing plan and a marketing campaign.
- Use your time rather than your money to market your company effectively.
- Understand how to perform a SWOT analysis.

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## CRM: An Introduction to Customer Relationship Management

As with many significant undertakings, undergoing a CRM review (even simply considering its implementation) requires learners to analyze technical and complicated systems. This **one-day workshop** sorts through a myriad of information and brings you the basics you need to make a decision about the need for CRM, its benefits, and how to coordinate the base requirements for a CRM undertaking.

## Learning Objectives

- Develop an understanding of the terms and benefits of CRM on a company's bottom line
- Analyze the different components of a CRM plan
- Develop a checklist for readiness and success in CRM
- Develop an understanding of how CRM creates value for organizations and customers
- Consider developmental roles that have the greatest impact on CRM.

Information on other training programmes  
can be found at

[www.carthenaadvisory.com/training](http://www.carthenaadvisory.com/training)

or you can call +234 814 957 5017.