

skills with people
skills with people
skills with people
skills with people
skills with people

increase your emotional intelligence at work
a training course for managers and influencers
combining individual coaching with
group training

Course brochure

Contents

The Skills with People training course has for a quarter of a century been widely acknowledged as a leader in its field. The following questions about it are answered in this brochure:

	Page
Quick summary of distinguishing features	2
What is the course's objective, and how can this add value to the business?	3
What is emotional intelligence?	4
Specifically what will the course equip you to do?	5
What kinds of people find the course useful? (examples)	6
What do you personally need from the course? Test your own emotional intelligence. (preparatory work)	7
How long is the course and what training methods are used?	10
How is your manager involved?	11
How flexible is the training?	12
Who are the trainers?	12
Where, when and how much?	13

Quick summary of distinguishing features

This London based management training course aims to sharpen up your communication skills. You'd be hard pushed to find training which can enhance your communication skills more thoroughly, deeply and lastingly than this can. It will be relevant for you:

- if the effect you have on other people at work matters,
- if you want to be more successful at handling your most challenging encounters,
- if you want to develop your emotional intelligence,
- if you are looking for a course with a long and reassuring track record.

This course has been picked out many times as a "highspot" among thousands of business courses in the UK. This is because:

- Help you make sure that what you choose to learn and practise on the course is **100% relevant** for you at work.
- Helping you become aware of and unlearn **old habits** (which can get in the way under pressure back at work).
- Give you plenty of personal attention and **individual coaching** (we are among the UK's most experienced and skilful interpersonal skills trainers).
- Encourage and help your manager to give you useful **feedback** and encouragement before, during and after the training programme.

The course attracts **managers and professional people** who (because of individual needs or seniority) are not easily satisfied by standard courses.

Hundreds of such people have been through our hands. The training is particularly appealing to **technically high-powered** people who have reached a level in their careers where the enthusiasm, technical competence and task orientation that have brought them success in the past are no longer enough. What matters now more than ever before is how well they communicate, influence, persuade, collaborate, win people's confidence and get the best out of others.

What is the course's objective?

The course is about your behaviour and its effect on others. That includes not only your subordinates or your "customers" - the people to whom you offer your services - but also your peers, your superiors, your suppliers or anyone else you deal with.

You are probably already aware from your own experience that the way you behave affects the mood of others and that in turn affects their willingness to co-operate. The course will make you even more specifically aware of how this chain of cause and effect works in your own particular case.

Its objective is to help you answer four very personal questions:

1. Precisely what effect do I have on others – in other words, how do I make them feel – and is it the effect I want?
2. What am I saying that has that effect?
3. How, by changing my approach and using more emotional intelligence, can I achieve the effect I want?
4. What inner obstacle, if any, will make it hard for me to change my approach – in other words, what attitudes, feelings or reactions have I learned in the past and now need to unlearn if the change is to be genuine and lasting?

How can this add value to the business?

The impact of good management training on the bottom line of a business is essentially **indirect**, because it focuses on the skills and understanding that will help managers achieve their business goals rather than on the business goals themselves, but that doesn't mean it's insubstantial. Here are some examples how it can add value to the business:

- managers being able to win people round more quickly and successfully to new ideas and to change,
- increase in the productivity of meetings in terms of time saved, amount of business successfully concluded, quality and quantity of ideas generated,
- better and more creative solutions to problems resulting from people being more open minded,
- clearer and better communicated decision-making,
- quicker resolution of misunderstandings, disagreements and conflicts,
- increased productivity and lower staff turnover resulting from improved leadership,
- people learning more, and more quickly, from their mistakes as a result of criticism being more constructive, and being taken more seriously,
- increased "customer" satisfaction and fewer complaints as a result of better rapport and responsiveness.

What is emotional intelligence?

Most of the people who attend the course are directors, senior managers and professional specialists. They have reached a point in their careers where the task-oriented drive, knowledge and skills that made them successful in the past are no longer enough. What matters now more than ever before is how well they communicate, influence, persuade, collaborate, win people's confidence, get the best out of people.

The key to being successful with people is emotional intelligence. The scientific research supporting this idea is outlined by Daniel Goleman in his best-selling book, *Emotional Intelligence* (Bloomsbury, 1995). According to the research people who use emotional intelligence are, in general, significantly more successful in their relationships, careers, and achievements than those who do not.

More recently (2006) Daniel Goleman wrote another book called, "**Social Intelligence**", which explains very interestingly why and how human beings are hard-wired to connect with each other. In it he has drawn on social neuroscience research to propose that social intelligence is made up of "Social Awareness" (including "empathy", "attunement", "empathic accuracy", and "social cognition") and "Social Facility" (including "synchrony", "self-presentation", "influence", and "concern"). It would seem therefore that the skills of "emotional intelligence" are part of what scientists mean when they talk of "social intelligence".

Emotional intelligence is a small but crucial set of skills. At its core is **being consciously aware of emotions**. Unfortunately for many of us, upbringing, education, experience and time pressures have conditioned us to hide, ignore or suppress emotions. It is not easy to break this habit. Taking time to be more conscious of emotions helps. It is the first step in developing the skills of emotional intelligence.

Arising out of emotional awareness are two key skills, both to do with communicating about emotions. They are:

- **Recognising and acknowledging other people's emotions.**
In other words, empathy. Empathy enables us to show people we understand them, respect them and are taking them seriously - thereby gaining their trust and creating rapport. This makes them, in return, more receptive to our influence.
- **Making others recognise and acknowledge our emotions.**
In other words, being assertive. Being assertive is expressing ourselves in a way that makes others take us seriously - thereby gaining their respect. This enables us to set high standards for people and hold them to their obligations.

Their value lies in their combined power to create an atmosphere of mutual respect and understanding. Without such an atmosphere it's hard to win people's full co-operation.

It's never too late to learn or improve these skills. Even a small increase is beneficial. On the course you first concentrate on each as a separate skill - then practise combining them.

Specifically what will the course equip you to do?

Here is a list of the kinds of situations where emotional intelligence can help you achieve what you want. You are invited to select those that are particularly relevant for you. You will receive guidance and coaching on the ones you select:

1. calming people down and gaining their co-operation when they are resisting, aggressive, complaining or objecting,
2. persuading, selling or negotiating strongly without becoming entrenched in fruitless argument,
3. standing up for what you think or want without getting a reputation for being difficult,
4. disagreeing without getting into conflict,
5. saying "no" without causing resentment,
6. being firm but fair - "tough on the issue but soft on the person",
7. giving really bad news without appearing heartless,
8. giving genuine praise without making people feel patronised,
9. criticising without making people feel attacked,
10. receiving criticism yourself without appearing defensive,
11. appraising, counselling and coaching effectively,
12. chairing and taking part effectively in meetings.

What kinds of people find the course useful?

Here are some typical examples of people who come on the course. They may help you identify needs of your own.

- 1. Very successful by his own efforts but not developing others**
Young managing director, better at solving problems than anyone else in his team, but the more he solved the longer was the queue at his door - people were too dependent on him. He needed to stop being a compulsive problem-solver and start being a coach. He had to shift the focus of his attention from solving it *himself* to finding out what was stopping *them* solve it - an entirely different way of listening.
- 2. High flyer who wanted to understand her effect on others**
Manager on the fast track - no major difficulties but keen to develop her skills. She wanted to know what it felt like to be managed by her, to negotiate with her, criticise her, disagree with her, to be in meetings run by her. In most of these situations there was scope for her to achieve even better results by being more assertive and showing more empathy.
- 3. Technically very sound but lacking persuasive power**
Chief engineer on a large site. Had difficulty winning directors' support for his ideas - got into arguments. The more he argued the less receptive they became. He had to learn to stop arguing when people resisted, listen patiently, appreciate what was bothering them, reassure them, and not press his case until he had opened their minds - in other words, use more empathy.
- 4. Flying high but unintentionally creating a tense atmosphere**
Senior executive, earmarked for the board, task oriented, analytical, always logical - secretly sensitive to atmosphere but uncomfortable when feelings were openly displayed. She knew she wasn't getting the best out of her team and that some of them were unhappy, but she didn't know how to tackle it. They needed her to tell them when she felt good or bad about their performance instead of leaving them guessing, and to show more interest in their feelings instead of seeming not to care.
- 5. A very positive attitude masquerading as a negative one**
Rather gruff engineer who loved his job. He enjoyed helping people who came to him with requests for help - though he rarely showed it - instead, he would frown as he thought aloud about the difficulties he was going to have to overcome in order to solve the problem. To most people this gave the totally false signal that he was unwilling or unable to help. They needed to hear him say he was keen to help and confident he could deal with the request.
- 6. Career going well in spite of not being very assertive**
Manager in R & D, highly regarded, soon to be promoted, wanted to brush up his skills. Didn't like having to be firm with or critical of people. He was so aware of the risk of undermining them that he sometimes failed to do justice to the issue he wanted to raise. He needed to learn how to be clear and firm on the *issue* without attacking or undermining the *person* - in other words, how to be assertive without being aggressive.

- 7. Forceful communicator who created friction**
Marketing director aiming to bring about a change of outlook in the company. She would argue her case and then get impatient if people didn't see reason. The way she argued made them feel attacked. She needed to stop saying "Yes, but" and listen to their concerns - in other words, change her approach from an adversarial one to one of mutual respect and understanding.
- 8. Well intentioned manager who was demoralising his team**
Sales manager with reputation for inflexibility and intolerance - having difficulty retaining members of his team. He was modelling himself on the authoritarian style of his first manager as a young man. He needed to change the model and learn to listen with an open mind, criticise constructively and coach staff when they needed help.
- 9. Respected specialist who was too quiet in meetings**
Accountant who was good at her job but lacked confidence at meetings - afraid people would be offended if she expressed her feelings and concerns. She needed to learn how to talk frankly without being aggressive - in other words, how to be assertive.
- 10. Very logical person who didn't create enough rapport**
IT manager, clever but "a bit of a cold fish". When approached with a request he would say little and ask searching questions. It shocked him to find that he made people wary because he seemed to be contemptuous. He needed to learn how to be more supportive and to show more understanding of people's feelings.
- 11. Lots of energy and ideas but little attention for his clients**
Capable accountant with plenty of energy and ideas, talked a great deal but didn't listen. He was losing clients because they had no confidence he appreciated their needs. He needed to learn to slow down, lay his own thoughts aside, and listen.
- 12. Enormous enthusiasm but little sensitivity**
Extremely task oriented manager with a reputation for being "on a short fuse". When thwarted she would brush people aside in an apparently arrogant manner. So serious were the complaints about her that her job was in jeopardy. She needed to learn how to let off steam without being aggressive, and how to show she was aware of the feelings and needs of others.
- 13. Couldn't communicate with non-technical people**
Electronics engineer on an advanced project, enormously enthusiastic about the project, but would get frustrated and be discouraged at meetings with production and marketing colleagues who had difficulty grasping his ideas. They said he was blinding them with science. He needed to learn how switch his mind from the detail of his project, tune in to their concerns and talk in their terms.

What do you personally need from the course? (Preparatory work)

Here are some steps you can take to identify your own need more specifically in preparation for the course:

1. With whom do you need or wish to be more effective?

First draw up a list of the people or groups of people at work whose co-operation you need. Then shortlist the ones whose co-operation you are not entirely satisfied with or have difficulty obtaining. (You can include superiors, peers, subordinates, customers, suppliers, or anyone you wish.)

2. What would you like to be able to do more effectively in your dealings with those people?

Pick the most relevant situations from the list on page 4.

3. What effect are you having on people at present?

Gathering useful feedback is probably the most challenging part of your preparation for the course. Suggestions on how to go about it are offered on the next page, "**Emotional Intelligence Test**".

How long is the course and what training methods are used?

The training programme is a series of sessions with time between them for reflecting and practising at work. It is spread over several weeks or months and includes:

- two one-to-one sessions of an 1½ hours each,
- a group session lasting three days,
- a follow-up one-to-one session of an 1½ hours.

In one-to-one sessions you receive coaching from a very experienced trainer who concentrates exclusively on you and your special needs. The interval between sessions varies from person to person. Sessions are easy to arrange because the only people involved are you and the trainer. They are confidential - you can be totally frank about your needs and any reservations you may have.

In the group session on the external course there are two trainers and a maximum of six participants.

You have many opportunities, both in the one-to-one sessions and in the group, to practise under close supervision. Instead of setting fictitious role-playing exercises the trainers help you re-create the situations that are hardest for you to handle at work. Video cameras are used so that you can study the action replay and analyse your own approach and its effect on others.

How is your manager involved?

The long-term value of the course will be enhanced if you can obtain regular feedback from someone who knows you at work. Lack of feedback can be very discouraging. The person best placed to give you that support is probably your manager. To help the trainers meet your needs on the course, your manager (if that is the right person) is asked in detail for his or her perception of your need. This is done twice, first before your first session, and then again before your last.

How flexible is the course?

Although for most people the course is as described on page 9, the following options are available if you need them:

- You can have a separate one-to-one session to meet a particular need even if you have no need of the whole course.
- You can have the whole course on a one-to-one basis and not take part in a group at all.
- If travel is a problem you can have one-to-one sessions by phone.

Who are the trainers?

Phil and Rosemary Gould run the external Skills with People course. Alex Gould, their son, runs the in-company skills with people training.

Phil and Rosemary Gould have specialised in skills with people training for thirty years. Thousands of senior managerial and professional people have been through their hands. Phil Gould has a BA in philosophy and psychology. Many years ago he ran a training department in a publishing company. Rosemary Gould has an MA in educational administration. Many years ago she was a teacher specialising in dyslexia.

Alex Gould for most of his life has been steeped in both the content and method of this training. The most challenging aspect of it is that it usually involves changing habits of a life time. The job of the trainers therefore is not just to tell people how to do it better, but to help them be aware of and unlearn some of the old habits that get in the way. This calls for special skills. Alex has a BSc in psychology, is a qualified and practicing Psychosynthesis counsellor and NLP Master Practitioner, and runs a private counselling practice. Before launching himself full-time as a trainer, he worked for many years selling in the pharmaceutical industry.

Their reputation

The Training Services Index is an independent consumers' association of business course users (formerly the National Training Index). Many times over the last 25 years they have picked the Skills With People course as a "high spot" from among thousands of business courses in the UK. Their assessments have been based on independent feedback sent to them by course participants.

Their clients

Here are some of the companies who have used the Goulds' Training again and again:

Amgen, WS Atkins, Axa, BBC, BHS, BP, BT, Burmah Castrol, Cargill, CarnaudMetalbox, The Entertainer, GlaxoSmithKline, HJ Heinz, HSBC, ICI Paints, Johnson & Johnson, Johnson Matthey, Kellogg, Kimberly-Clark, Merck Sharp & Dohme, Nestlé, Pepsico, Pfizer, Philips, The Prudential, Schering HealthCare, Shell, London Stock Exchange, Trinity Newspapers, UK Paper, Unilever Patents and Research Divisions, Willis Corroon, Zeneca

What to do if you want “Skills with People” training

Remember, “Skills with People” is not just a quick, one-off, three-day training session. In addition you receive a number of private and confidential one-to-one coaching sessions. The whole programme is spread over several months. Some people prefer to take the course as a series of one-to-one “Skills with People” coaching sessions.

In-company “Skills with People” training

The “Skills with People” course can be adapted as an in-company training programme for small groups. This can cost less per head than the external course, and it means we come to you rather than you to us.

Phone **Alex Gould** to enquire about in-company training:-

Phone: +44 (0)1727 847 889 **Email: alex@gouldtraining.co.uk**

External “Skills with People” training

Phone **Philip** or **Rosemary Gould** to enquire about or book on the external course:-

Phone: +44 (0)1303 267 253 **Email: prg@gouldtraining.co.uk**

PRICE: £2,300 plus VAT.

This covers three one-to-one training sessions and a three-day group training session (accommodation and evening meals not included). The price for a single exploratory or additional one-to-one session is **£400** plus VAT.

DATES: The next three-day session dates in 2010 and 2011

October 5-7 2010

March 29-31 2011

June 28-30 2011

October 4-6 2011

LOCATION: The three-day group session takes place in Hythe, Kent. One-to-one coaching sessions can take place either in Hythe, Kent, or in Central London, and are arranged at times to suit you.