

# Skills with People

a training programme for  
managers and professional  
people at all levels



BROCHURE

**GouldTraining**  
SKILLS WITH PEOPLE

[www.gouldtraining.co.uk](http://www.gouldtraining.co.uk)

a training programme for  
managers and professional  
people at all levels

# The Skills with People course brochure

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## What's different about this course?

The Skills with People course has a number of particular qualities and features, each of which sets it apart from most other courses in its field:

- The clarity of the thinking behind it and the power of the skills it teaches. (page 3)
- The clear, practical focus of the training method, and the amount of practice and quality of feedback it provides. (page 8)
- The amount of one-to-one coaching provided. (below)
- The small size of the training group, six participants maximum.
- The fact that the first coaching session is free. (page 10)
- The likelihood of meeting people from different levels of management on the course. (below)
- The fact that the people who developed and run the course are in the same family and have been running it successfully for a very long time. When you make your initial enquiry you can discuss the course directly with one them. (page 11)

### **The amount of one-to-one coaching**

The reason there's so much one-to-one coaching is because we aim not only to give you new skills but also to help you lay aside old habits – old patterns of thought and speech, deeply ingrained through a lifetime's practice, which can so easily undermine new skills. Laying them aside can be difficult. It means not only becoming aware of them but also unlearning them. The one-to-one coaching is to help you make sure you don't revert under pressure back at work.

### **Mixing with people from different levels of management on the course**

Provided you don't work for the same organisation mixing with people from different levels of management is helpful because the skills you'll learn are useful at all levels. They're the skills needed to treat people with honesty and courtesy irrespective of status. It's valuable for senior people to receive candid feedback about how they come across to junior people, and vice-versa.

# The thinking behind the course

Often the most useful tools are simple ideas. They can give us a practical handle on the world – an easy-to-grasp way of thinking about and dealing with complex matters. We developed this training course out a number of such ideas. Here's one of them:

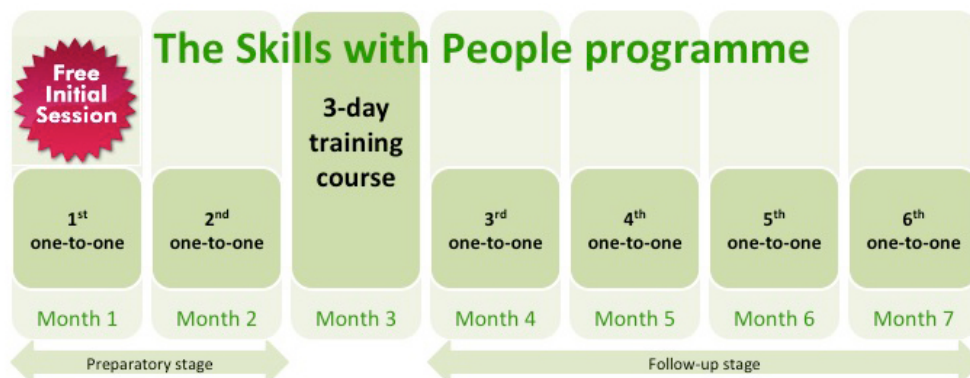
## THE ESSENCE OF SUCCESSFUL COMMUNICATION

This idea gets down to the essence of successful communication. It's a simple way of thinking about what I need to do to improve my relationships:

- It's only too easy for us to misunderstand each other even when we speak the same language. Telepathy is science fiction. Because the thoughts and feelings in each of our minds are essentially private, tuning in accurately on each other's wavelengths is difficult. So not being able to read each other's mind we have to make do with verbal and non-verbal clues, and they're not always reliable.
- Unfortunately misunderstandings can be serious obstacles, making it hard for us to influence each other, win each other's cooperation and work successfully together.
- **But all is not lost. If I want to *improve our understanding of each other there are two things I can do. One is try to make sure I understand you, and the other is try to make sure you understand me. The first is to do with how well I listen, the second with how well I speak. They are two sides of the same coin – communication.***
- Both of these are skills I can practise and develop.
- And I don't need to rely on you being good at them. They'll improve our relationship even if it's only me using them.
- They fit together perfectly to form a very persuasive, honest and difficult-to-resist approach to communication. Their combined power is much greater than the sum of their separate powers. The reason they work so well is that when used in combination they echo an ancient principle accepted down the ages as the key to getting on well together: "Treat others as you like to be treated." It creates an atmosphere of mutual respect, understanding and trust. There are few situations at work where this will fail to resolve conflict and win cooperation.
- But simple isn't necessarily easy. The two skills may conflict with the habits of a lifetime. If they do, as well as learning the skills I may have some unlearning to do.

On the Skills with People course we'll train you in the two skills, help you combine them and apply them where you most need them at work, and also help you spot and unlearn some of the old habits that may be getting in the way.

## Overall plan of the course



This isn't just a three-day course. It's much more. Six private and confidential 1-2 hour one-to-one telephone or Skype coaching sessions provide a great deal of added value. They're spread over six months in order to allow time in between for practising new skills. The preparatory stage has two one-to-one sessions. Then there's a three-day training course, with a maximum group size of six. The follow-up stage has two more one-to-one sessions. The total price is £1,950 plus VAT. This includes lunch and refreshments during the three-day course but not the cost of your bed and breakfast or evening meal (the course is not residential).

The first phone/Skype session is free – and exploratory. It's to help you decide whether the course is for you. You'll need a quiet, private room for the session.

We get feedback about you from your manager twice – first, before you start, about your training need, and later about your progress. But we treat in strict confidence everything you say to us and everything that takes place while you're with us. We make no reports about you to your organisation. When we talk to your manager it's to ask about you, not to tell.

## What skills does the course teach?

You may have come to a point in your career where the drive, knowledge and skill that made you successful in the past are no longer enough because what matters now more than ever before is how successful you are at dealing with people. If so, perhaps what you now need to focus on is developing your people skills and your emotional intelligence.

Many of us in response to upbringing, education, experience and the pressures of life have learned to hide, ignore or suppress feelings, and in doing so to dampen down or blunt our innate emotional intelligence. But it is never too late to bring it back to life. At its heart are two fundamental but learnable skills:

- **Recognising and acknowledging other people's feelings and needs**, in other words, empathy. It's a listening skill. It enables us to show people we understand them, respect them and are taking them seriously. It gains their trust and makes them more receptive to our influence.
- **Getting others to recognise and acknowledge our feelings and needs**, in other words, being assertive. It's a speaking skill. Some people call it self-empathy. It makes others take us seriously. It enables us to set high standards and hold people to them.

The two skills fit together perfectly to form a powerfully persuasive and honest approach to communication. The reason it works so well is that it echoes an ancient principle accepted down the ages as the key to getting on well together: "Treat others as you like to be treated." It creates an atmosphere of mutual respect, understanding and trust. There are few situations at work where this fails to win cooperation.

We'll give you a firm grounding in the two fundamental skills, and then help you combine and use them where you need them most. That's when you're under pressure and it's hard to do, and that's why we provide the support of so much one-to-one coaching.

## When will I be able to use those skills?

This is a list of common challenging situations the course will help you learn to handle successfully. Pick the most relevant ones, and you'll be able to practise them as much as you like in safety and with expert coaching:-

1. win people's co-operation and confidence when they are resisting or objecting,
2. calm them down when they are aggressive or complaining,
3. persuade, sell or negotiate strongly but in a win-win atmosphere without becoming entrenched in fruitless argument or appearing arrogant,
4. resolve conflict and disagreement in an atmosphere of mutual respect and understanding,
5. confront difficult issues without being aggressive or over-familiar,
6. stand up for what you think or want and be taken seriously without getting a reputation for being arrogant or difficult,
7. disagree without getting into conflict,
8. say no without causing resentment,
9. be firm but fair – "tough on the issue but soft on the person",
10. give really bad news without appearing arrogant or heartless,
11. give genuine praise without being over-familiar or making people feel patronised,
12. criticise without making people feel attacked,
13. receive criticism without appearing defensive or arrogant,
14. appraise, counsel, coach or mentor helpfully,
15. handle resistance and negativity in a meeting with confidence and grace.



## What's the training objective?

You're unlikely to achieve your goals at work without cooperation from others. But people's cooperation is no accident. It depends on how you treat them. **Our objective is to help you be more successful at winning their cooperation by making you more aware of and more skillful in how you treat them.**

To be more specific, we'll help you find the answers to four very personal but practical questions:-

1. Precisely what effect am I having on others? When am I switching them on and when am I switching them off?
2. Precisely how am I doing this? What am I saying or doing, even unintentionally, that might be having this effect?
3. Exactly how do I need to change my behaviour if I want a different response from people?
4. What inner obstacle will make it hard for me to keep up my new approach? What old attitudes and old patterns of thought and behaviour do I need to unlearn if the change in my behaviour is to be genuine and lasting?

To assist you in this process you'll have opportunities to experiment and practise, lots of specific feedback, clear and specific suggestions about what to say and how to say it, and plenty of individual coaching.

## What's the training method?

Our intention as trainers is to be as helpful as possible in as practical a way as possible. This course is a challenging learning experience, but if you're up for it you'll find it an enjoyable and rewarding one, in a friendly and supportive atmosphere.

We're not trying to change you as a person, though we may help you with how you are perceived. Nor do we tell you how you ought to behave, though we do aim to give you a wider choice of ways of behaving.

### **The feedback you receive**

The key to the training method lies in the quality of the feedback it enables you to receive. The course is a kind of safe laboratory in which you're encouraged to experiment as much as you like and study the results. The feedback is all factual, specific and constructive. Participants are discouraged from making sweeping negative criticisms of each other, and instead encouraged to help each other collect factual answers to these four very personal but strictly factual questions:-

1. Precisely what effect am I having on others? Do I switch them on or off?
2. What exactly am I saying or doing, even unintentionally, that might be having this effect?
3. Exactly how do I need to change my approach if I want to get a different response from other people?
4. What inner obstacle might make it hard for me to keep up my new approach? In other words, what old attitudes and patterns of thought and behaviour do I need to unlearn if the change is to be genuine and lasting?

### **What happens on the course**

Most of your time on the course is spent not in lectures but in action in situations like the ones you have to handle at work. In order to help you make up your mind whether or not you want change your approach you can see yourself on video and receive lots of feedback about how you're coming across. This is followed by further practice, coaching and feedback until you're satisfied you're able to come over as you intend.

To make sure you get enough personal attention from the trainer, group size is limited to six.

## What's the course about?

It's about your behaviour, in other words, what you say, the way you say it, and its effect on others. This can also be expressed in other ways - it's about:-

- finding out exactly what you're doing that switches others on and off
- developing your emotional intelligence
- creating an atmosphere of mutual respect, understanding and trust
- treating others as you like to be treated
- making small, subtle changes to your own approach that'll change the way others perceive you and respond
- understanding others better and being better understood by them
- getting the balance right between being pre-occupied with your own thoughts, feelings and needs, and paying attention to another's
- connecting well with people
- creating a meeting of minds
- being open-minded and helping others be open-minded too
- being more aware of the feelings and needs that lie beneath the surface of your conversations and meetings
- being more mindful of all the above.

## Why a free initial one-to-one session?



Since no two people's training needs are exactly the same, how can you be sure the Skills with People course will meet yours? Before committing yourself to it we invite you to sample it.

To book an initial telephone or Skype session our contact details are on page 17.

## What happens in this session?

The session is private and confidential, and one to one. You can use it to explore with us your own training need and whether we can help. We examine with you your own behaviour and its effect on others. We help you explore what you say, the way you say it, and how you could change it in order to get a better result. We simulate conversations like the ones you have at work, and analyse them with you.

You'll find the behavioural diagnosis very helpful, and us very supportive and encouraging, but if you decide not to continue after the session it will have cost you nothing apart from the time and cost of the phone call. Please see our suggestion about how to prepare for the session on page 16.

## Who are the trainers?

We're a family training team of three. Philip and Rosemary Gould began developing the *Skills with People* course in the late 1970s, and have specialised in it ever since. Alex joined in 2005.

Alex Gould has a BSc in Psychology. He's a psychosynthesis counsellor and an NLP master practitioner. Previously he worked as a salesman and ran a counselling practice. Phil Gould has a BA in philosophy. A long time ago he was running a training department in a publishing company. Rosemary Gould has a MA in educational administration. A long time ago she was a teacher specialising in dyslexia.

**In-company training** As well as running *Skills with People* as an open course for strangers, we can also bring it to you as *in-house training* and adapt it to your organisation's current need. It can be very beneficial for people who work together to develop these skills together.

**Free book** For an in-depth appreciation of what the course teaches **you can download our free ebook of the course**. It's called, *Connecting with People*. It was published in 2013 by bookboon.com. There's also a Kindle edition for £6.17.

### The main sources of our thinking in developing the course

The course expresses the ideas we've gathered over a period of 40 years with the help of continual feedback from our clients. We have been strongly influenced by Carl Rogers, the pioneering psychologist. His open-minded and generous-hearted way of tuning in to the feelings of others we see as the essence of empathy. And his honest and genuine way of admitting his own feelings we see as the essence of assertiveness. These two ingredients, we believe, have a beneficial effect on any relationship.

Our understanding of why these skills are so beneficial comes from psychotherapy, counselling, and the subject of 'emotional intelligence'. The core of it, it seems to us, is that when people suppress feelings they store them as tension. Emotional tension that cannot be released is harmful because it locks people into a defensive and irrational state of mind and damages relationships. The great benefit of the skills you'll learn on this course is that they'll enable you to help yourself and others let off steam, release tension, recover your rational faculties and heal your relationships.

## Is it a “remedial” course?

**Skills with People** is not primarily a remedial course. But it can be, it depends on your need. People who come on the course fall roughly into three groups:-

1. Successful people who because they're preparing themselves for a different or more demanding role want to enhance their already well developed skills. These are the ones who probably get more out of the course than anyone else. What they bring to the course is a well-developed love of learning. That's why they're already successful. They catch on immediately to the power of the simple skill-set this course provides, and are able to adapt it and apply it imaginatively to the situations that give them their greatest challenges.
2. People who because they're not always using the most effective approaches are not always as successful as they'd like to be. Recognition of a shortcoming provides a powerful incentive for learning new approaches. What they get out of the course is a clear understanding of why some approaches are more successful than others, plenty of helpful feedback about how they come across, and plenty of individual coaching on how to make the necessary changes in their approach.
3. People who've discovered there's a problem with some of their relationships at work that could threaten their career if they don't do something about it. The course has a very good track-record of helping these people turn themselves around.



Whichever group you're in, if you're interested but not yet sure about it the free initial telephone or Skype session will help you make up your mind.

# What kinds of people find the course useful?

Here are 15 examples showing the kinds of people who benefit from the **Skills with People** course. They may help you identify a training need of your own, or they may remind you of someone else who might benefit:-

## **1. Successful manager with no specific training need other than a wish to understand better her effect on others and sharpen up her skills in preparation for a more challenging role**

Manager on the fast track - loved developing her skills and hungry for feedback. She was keen to know how she came across and also to hone up her emotional intelligence in preparation for a new and more challenging role. She wanted to know what it felt like to be managed by her, to negotiate with her, to criticise her, to disagree with her, to be in meetings run by her. On the course she discovered that although she had no overriding specific management training need her ability to handle difficult situations could be significantly enhanced by sharpening up her assertiveness and showing more empathy.

## **2. Successful by his own efforts but not delegating or 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 delegating and coaching. He had to shift the focus of his attention from solving it himself to finding out what was stopping them solve it. His management training need was to learn an entirely different way of listening.

## **3. Technically very sound but lacking persuasive skills**

Chief engineer on a large site. Had difficulty winning directors' support for his ideas - didn't know how to persuade others without getting 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. His management training need was to learn to use more emotional intelligence.

## **4. Flying high but not creating rapport and unintentionally creating a tense atmosphere in her team**

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. Her main management training need was to develop her emotional intelligence.

**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. His management training need was to learn how to create much better mutual understanding, to become more emotionally intelligent.

**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 firm but fair, strong on the issue without attacking or undermining the person. His management training need was to learn 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. Her management training need was to learn to stop saying "Yes, but" and listen with empathy to their concerns - in other words, change her approach from an adversarial one to a more emotionally intelligent one leading to 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. His management training need was to learn to listen with an open mind, criticise constructively and coach staff when they needed help or raised concerns or objections.

**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. Her management training need was to learn how to talk frankly in meetings 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. His management training need was to learn how to be more supportive and to show more understanding of people's feelings - to be more emotionally intelligent.



**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. Her management training need was to learn how to let off steam without being aggressive, and how to show she was aware of the feelings and needs of others, in other words, show more emotional intelligence.

**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. His management training need was to learn how to switch his mind from the detail of his project, tune in to their concerns and talk in language they could understand.

**14. Diligent, reliable project leader who hated dealing with difficult or aggressive people**

He often needed cooperation from people in other departments over whom he had no direct authority, who were sometimes difficult to handle. When his first approach failed he would ask his manager to intervene. His manager was concerned because he needed the project leader to stand on his own two feet and not keep asking for help. The project leader's management training need was to learn how to be more assertive and be getting cooperation from difficult or aggressive people.

**15. Wanted to allow his people to have their say, but his meetings got out of hand**

In his efforts to avoid acting like an autocrat this manager allowed arguments to develop between members of his department at meetings. His hope was that good sense and reason would prevail in the end. But his people were frustrated at the time being wasted. His management training need was to learn how to keep a tighter hold of the reins in meetings, how to resolve conflict and disagreement between members, and how to assert his managerial authority when he had to make a decision.

## What exactly do I need from the course? (preparatory work)

Here are some steps you can take to identify your own need more specifically in preparation for your free exploratory session:-

### **From whom do you need better cooperation than you're getting?**

Make a list of the people or groups of people at work whose co-operation you need. Shortlist the ones whose co-operation you are not entirely satisfied with or have difficulty getting. (Include superiors, peers, subordinates, customers, suppliers -anyone you wish.)

### **What kinds of interactions are you having with them?**

Pick the most relevant situations from the list on page 6. The list is not exhaustive - you can add anything you wish.

### **What effect are you having on people at present?**

Find out as specifically as you can the answers to the following two questions:-

1. Precisely what effect you're having on them? Putting it bluntly, are they being switched on or switched off by you?
2. Precisely how and when is this happening, in other words, exactly what you're saying or doing when it happens. The more specific you are the more useful the feedback will be.

### **Asking for feedback**

Asking for feedback is probably the most challenging part of your preparation. Here's a suggestion about how you could approach it. Identify one or two people you trust. Pluck up courage and approach them. You could adapt these words:-

"I'm keen to find out how I can improve as a leader/manager/team member, etc., and I need feedback from a few people I work with. I'm not asking you to assess me as a person. It's more specific than that. What I want to know is exactly when something I say or do makes you feel good, and when it makes you feel bad. I promise I won't take offence whatever you say. The more specific the feedback, the more it will help me. Are you willing?"

Most people will be glad to cooperate if you approach them so openly.

## Contact, dates, locations and price

### To book or enquire:

You can speak to Alex Gould on **+44 (0)1727 847 889**  
or email him at **[alex@gouldtraining.co.uk](mailto:alex@gouldtraining.co.uk)**.



Remember, this isn't just a three-day course. It's much more. Four private and confidential one-to-one telephone or Skype coaching sessions provide a great deal of added value. To help you decide whether the course is right for you the first of these is free. It doesn't commit you to the rest of the programme.

### Total Price: **£1,950** plus VAT.

This covers the three-day course and the remaining three one-to-one's. It includes lunch and refreshment during the three-day course, but not the cost of your bed and breakfast or evening meals. (The course is not residential.)

### Location of three-day courses

They run in St Albans, Hertfordshire, run by Alex Gould, and Hythe, Kent, run by Phil and Rosemary Gould.

### Dates of the next three-day public courses in 2019:

June 25<sup>th</sup> – 27<sup>th</sup> 2019

July 9<sup>th</sup> – 11<sup>th</sup> 2019

September 24<sup>th</sup> – 26<sup>th</sup> 2019

December 3<sup>rd</sup> – 5<sup>th</sup> 2019

**In-company training** Yes, it can be done in-company. Contact Alex Gould.

#### Website

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