Business Psychology: Talks and Short practical courses

Half-Day Workshops.

These last 3-4 hours but can be tailored to specific needs for a *shorter or longer course*. All have been delivered as both *full day* and *half day* courses. The aim is to be practical but also to give delegates the necessary concepts to understand behavior.

The ideal number is 21 to 28 people per workshop though we can deal with both bigger and smaller numbers. All� have been run many times in different countries including Abu Dhabi, Brazil, Dubai, Hong Kong, India, Japan, Norway, Oman , United Kingdom etc.

It is possible to choose all, some or just one of these courses.

**1. ��Understanding Emotional Intelligence
2. ��Understanding Talent Management
3. � Understanding Performance Management
4. � Understanding psychometric testing and other new assessment methods
5. � Understanding �job engagement and motivation
6. � Understanding Negotiation and Persuasion
7. � Understanding the Psychology of� Individual Differences
8. � Understanding the Psychology of Change Management
9. � Understanding Organisational Management
10.�Understanding Self-Awareness and Self Development
11. From Good to Great as Leader
12. Giving Constructive Feedback
13. Understanding the psychology of coaching and mentoring
14. Understanding Creativity and innovation at work
15. Understanding Counter-Productive Behaviour at Work
16.�Understanding Corporate Audits, and� Surveys
17. Understanding Competencies at work**

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1. **Understanding Emotional Intelligence**

Workshop Outline

- What is Emotional Intelligence and how to measure it?
- The story of the Social Intelligences
- Emotional and Cognitive intelligence: what is the difference?
- How to Improve your Emotional and Cognitive Intelligence at work
- How it all works: when, why and how EI is important at work

Discussions and activities

- Dealing with two agendas: pursuing your own and understanding theirs (exercise)
- Counseling skills and effective responding: Social skills and social intelligence (exercise)
- Completing the Trait Emotional Intelligence Questionnaire (Exercise)

At the conclusion of the Seminar you will understand

- How to define and describe EI
- Understand why it is important in the workplace
- How to measure EI in staff and applications
- What we need to do to increase a person�s EI
- The costs of low EI score for senior managers
- Fact and fiction written about EI

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2. Understanding Talent Management

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Workshop Outline

Defining and measuring the personality and ability profile of talented people at work Identifying, retaining and rewarding talented people Creativity, genius and High Flyers People talent that derails <p>Discussions and activities </p>   An opportunity to complete two cognitive ability tests Completing three personality tests A discussion of business options..ie should the High Flyers list be kept secret.�How people get �categorized� as High Flyers <p>At the conclusion of the Seminar you will understand </p>   An understanding of where talent comes from How to define and measure ability talents How to define and measure personality correlates of high ability How to recruit, select, induct and manage High Flyers The special needs of high flyers Preventing derailment in high flyers   <p> </p> <h2>3. Understanding Performance Management</h2> <p>Workshop Outline</p> Defining Performance Management Systems The philosophy of Performance Management Systems Why Performance Management Systems fail and how to prevent it? How widespread the use of PM Systems is The theory behind the systems Overview of Performance Management Systems Who uses them and why Theory behind the system How they actually work, with supposed advantages Why they fail�.usually around rating of behaviour How and when to avoid failure <p>Discussions and activities </p> Participants� experience of PM Systems and consideration of alternatives Participants �discuss clarification of criteria for the business environment Rating and measuring performance: the three rating types and their consequences, and how to improve the ratings Participants rate two people they know on preset form; rating styles and suggestions for improvement are discussed �You can�t manage what you can�t measure�. How to overcome rating problems to ensure reliable and valid data. Suggestions about what can and should be done with performance data ie. Related to variable (bonus) pay, training, promotion etc. <p>At the conclusion of the Seminar you will understand </p>   The theory behind PMS The essential skill set associated with PMS How to measure all aspects of performance How to conduct a progress review with staff How to ensure staff are rated accurately and honestly How to avoid PMS systems from failing <p> </p> <h2>4. Understanding psychometric testing and other new assessment methods</h2> <p>Workshop Outline</p> The history of Psychometrics The different techniques available (Self report, Observation, Test Performance, Life Data) Evidence of the validity and usefulness of each technique The difference between selection and development Cost benefit analyses of spending money on tests Developments in the field <p> </p> <p>Discussions / activities </p>   A look at tests of ability and the opportunity to complete some Completing tests of personality, beliefs, attitudes and values A complete guide to which questions to ask when selecting and buying a test <p>At the conclusion of the Seminar you will understand; </p> How, when and why we need to assess people at work The history of assessment of people What methods are available: from biography to brain scans Technique selection criteria: validity, cost,

practicality generality, acceptability,   legality. Selecting IN and   selecting OUT: how to define what you want in your staff and what you   don�t want How tests are developed Personality   tests Ability tests Limitations of interviews, references, and application forms Selecting High   Flyers and those with �potential� Tests for   development Fashions and   fads Neuroscience and   the future of assessment <p>The session will allow people to complete and score three types of tests. They will also receive a copy of a new book on the topic</p> <h2>5. Understanding �job engagement and motivation</h2> <p>Workshop Outline</p>   The meaning of job satisfaction, commitment and engagement The relationship between engagement and productivity Five important theories of motivation Two factors theory Money as motivator Do special people need special packages Motivating people in difficult times <p>Discussions / activities </p> . Designing your own   motivational package Completing various satisfaction and   engagement questionnaires A discussion on cultural differences in motivation   and performance <p>At the conclusion of the Seminar you will understand;</p>   How to measure engagement in your staff How to apply motivational techniques that work How to train your managers in motivational methodology .How to design cheap and effective reward strategies Simple but effective strategies to motivate staff   <h2>6. Understanding Negotiation and Persuasion</h2> <p> </p> <p>Workshop Outline</p> <p> </p> The difference between negotiation and persuasion Golden rules in how to negotiate better: what to do; what not to do The classic phases in negotiation Negotiation in groups vs pairs Lessons from behavioural economics The six fundamental influence strategies The skills of interpersonal influence: how your style works for and against you Reading and adjusting to others preferences and style <p> </p> <p>Discussion/activities</p>   Discovering and disguising agendas The Prisoners Dilemma game Detecting deceit in others A business simulation <p> </p> <p>At the conclusion of the Seminar you will understand:</p>   The basic strategies used in successful negotiation How to get information out of others How best to present your case The fundamental strategies used by advertisers, politicians and other persuaders,�and how and when to apply them for your needs The skills you need to work on   <p> </p> <h2>7. Understanding the Psychology of� Individual Differences</h2> <p> </p> <p>Workshop Outline</p> Theories of personality from Freud to neuroscience Differences in abilities, personality and values How to do an assessment of an individual What is a personality clash and what to do about it Self awareness about your own profile <p> </p> <p>Discussion/Activities</p>   What we have in common is that we are all different What it means to have a �personality clash� Knowing your own personality, strengths and gifts Born or made: what you can and can�t change Completing three state-of-the-art questionnaires <p>

</p> <p>At the conclusion of the seminar you will understand </p>   How to write a descriptive, psychological assessment of other people Why individual differences exist and what they mean How to deal with people who are different from you How you can predict behavior once you know a person�s profile <h2>8. Understanding the Psychology of Change Management</h2> <p> </p> <p>Workshop Outline</p> Change or die: What has changed and is changing. Change vs Progress The theory and practice of change Individual Reactions to change: who opposes change and why Why change initiatives succeed and fail Six change strategies Changing people vs changing things <p> </p> <p> </p> <p>Discussion/Activities</p>   Case studies on successful change Revolutionary vs Evolutionary change Examining different models of change Changing people vs changing processes Sustaining change <p> </p> <p>At the conclusion of the seminar you will understand </p>   How to understand the change process and resistance to it The advantages of six different strategies to bring about change What needs to be done in the pre and post change launch period How to avoid costly failures of change programmes that backfire   <h2>9. Understanding Organisational Management</h2> <p> </p> <p>Workshop Outline</p> The modern manager: New skills in a new workplace Managing and Leading: Task, Group, Individuals Management style: self-awareness and adaptability Managing people from different cultures The role of strategy <p> </p> <p>Discussion/Activities</p>   The changing workplace and changing needs Assessing your own management style: 360 feedback Cultures� consequences: managing a diverse work-force Strategic thinking and force-field analyses How to engage and motivate staff <p> </p> <p>At the conclusion of the seminar you will understand </p>   Your personal management style and its consequences The three tasks of all managers How to start strategic thinking initiatives Dealing with ambiguity and stress <h2>10. Understanding Self-Awareness and Self Development</h2> <p>Workshop Outline</p> <p> </p> Who knows you best: yourself, partner, friends, work colleagues How do you become more self aware: training, therapy, coaching What are your major strengths and developmental opportunities What should you work on? What can you develop and how? The benefits of self-awareness <p> </p> <p> </p> <p>Discussion/Activities </p> The Johari Window and the importance of self-disclosure Questionnaires on your dark side traits Using strengths finders to understand oneself Denial and other defense mechanisms questionnaire Writing a self-development plan <p> </p> <p>At the conclusion of the seminar you will understand</p> What are your potential strengths and how to engage with them What are

your real developmental needs and how to proceed How you behave under-pressure How to help your staff and colleagues achieve greater self-awareness How to write and follow a developmental plan <h2>11.��� From Good to Great as Leader </h2> <p> </p> <p>Workshop Outline</p> <p> </p> A modern comprehensive model of the make-up of great leaders Great Leaders from history and the lessons they taught us The essence of transformational leadership Forming, aligning and motivating the top team �Yes you can�. Understanding self efficacy in leadership. <p> </p> <p> </p> <p>Discussion/Activities </p> Discussion about the greatest leaders each has experienced How to do �tough Love� and confronting poor performance What you have to do to be a great leaders: what is holding you back Its tough at the top; coping with stress in top jobs Why some leaders fail <p> </p> <p>At the conclusion of the seminar you will understand</p> What differentiates good from great leaders The essential task of leadership and what you need to do differently The importance of leadership in teams The stress and loneliness of being at the top and what you can do about it How to recruit and select great leaders <h2>12.� Giving Constructive Feedback</h2> <p>Workshop Outline</p> <p> </p> To help managers understand the role and importance of giving feedback to others at work. To become more self-aware about their feedback style. To become able to diagnose the causes of performance success and failure and give appropriate and specific feedback. To acquire and practice the skills of giving different types of feedback to different individuals. To draw up a feedback plan for all their direct reports for the forthcoming year. <p> </p> <p> Learning Outcomes:</p> Understanding of the why and when and the how of feedback at work. Insight into your own personal style and how you come across to others. The acquisition of very specific and relevant skills: questioning, counselling, listening, interpreting Self-confidence in their personal skills and a real desire to go and deliver feedback to all their staff <p> Delivery Methods: </p> Lectures and lecturettes to help delegates understand the theory and background of feedback giving Questionnaires and tests that help delegates understand their personal feedback style. Practice sessions. Here, ideally, participants would be able to give real feedback to one of their actual reports so that it is a real session. <h2>13. Understanding the psychology of coaching and mentoring</h2> <p>Workshop Outline</p> What is the difference between coaching, counseling, consulting and mentoring Why has there been a sudden and dramatic increase in the demand for coaching Ten crucial questions to ask of the coaching of talented people What do mentors do? How does coaching woprk and what is the evidence for it? The benefits of coaching and mentoring <p> </p> <p> </p> <p>Discussion/Activities </p> Plotting one�s work life history What sort of coach may work for you? What works for whom? Using style instruments to understand oneself Describing the skills of an �ideal�

coach Writing a self-development plan <p> </p> <p> </p> <p>At the conclusion of the seminar you will understand</p> What coaching and mentoring are designed to deliver How the process works: the essential ingredients Theories of how we learn best and what this means for coaching How you select and brief coaches in the workplace How to coach the talented as well as those struggling <h2>14. Understanding Creativity and innovation at work</h2> <p>Workshop Outline</p> <p> </p> How to define and measure creativity The focus on the person, the process, the product and the context Personality, ability, values and creativity Can creativity be taught? The difference between business creativity and innovation Managing (really) creative people. <p> </p> <p>Discussion/Activities </p> Taking three creativity tests Reflecting of your own creative process Trying to design an environment which really support creativity Pondering the dark side of creativity Divergent and convergent problem solving <p> </p> <p> </p> <p>At the conclusion of the seminar you will understand</p> What creativity is and how best to measure it What sort of people are more or less likely to be creative How you select and manage creative people Best practice for the innovation of new things in the environment The many myths and half truths that exist in this area. <h2>15.Understanding Counter-Productive Behaviour at Work</h2> <p>Workshop Outline</p> The Range of CWBs: from arson to whistle-blowing The case of theft How to define and measure CWBs Integrity tests The detection of liars, deceivers and dissimulators The criminal and anti-social personality Justice and Equity at work Security and surveillance in the work place Developing loyalty and committment <p> </p> <p>Discussion/Activities </p> Taking three CWB and integrity tests Role playing the detection of liars Designing an organisational security system Devising ways to measure equity at work <p> </p> <p> </p> <p>At the conclusion of the seminar you will understand</p> What CWBs are and how best to measure them What sort of people are more or less likely to commit CWBs How you select and manage honest people What sort of management and organisational issues prevent CWBs from occuring How to really develop staff loyalty and commitment <h2>16. Understanding Corporate Audits, and� Surveys </h2> <p>Workshop Outline</p> The role and function of corporate audits Data collection, analysis and feedback Corporate culture and climate Measuring engagement Communication audits Customer audits Managerial use and abuse of audits and surveys <p> </p> <p>Discussion/Activities </p> Competing and comparing five different surveys The causes and consequences of corporate culture and climate Critique of various measures Devising ways to measure beliefs

and behaviours at work <p> </p> <p> </p> <p>At the conclusion of the seminar you will understand</p> Why when and how to survey staff at work The difference between corporate culture and climate Why staff are sceptical and cynical about surveys and how to prevent this How surveys can be used to bring about and measure change The psychometrics of surveying <h2>17.Understanding Competencies at work</h2> <p>Workshop Outline</p> What are competencies? Ability, personality, values...and competency The typical lists and its problems How �competencies �unify� HR policies <p> </p> <p>Discussion/Activities </p> Taking three CWB and integrity tests Role playing the detection of liars Designing an organisational security system Devising ways to measure equity at work <p> </p> <p> </p> <p>At the conclusion of the seminar you will understand</p> What CWBs are and how best to measure them What sort of people are more or less likely to commit CWBs How you select and manage honest people What sort of management and organisational issues prevent CWBs from occuring How to really develop staff loyalty and commitment