



# Learning + Development 2012

Transforming the performance of value-driven organisations

- 23 open programmes including **five new programmes**
- all open programmes also available in-house with *free* customisation

**=mc**

[managementcentre.co.uk](http://managementcentre.co.uk)

If you think all learning & development is the same, then think again...



At **The Management Centre (=mc)** we help organisations – and the people who work in them – thrive during periods of uncertainty and change. That means we do things differently. We challenge participants in a safe learning environment. And we bring to all our programmes the best tools, techniques and approaches from the private, voluntary and public sectors. When you choose an **=mc** programme we make sure it has:

- **Memorable learning:** we balance expert input with practical exercises, small group coaching and extended case studies – enabling participants to learn in focused yet varied ways.
- **Sector relevance:** we offer solutions tailored to meet the specific needs of charities, INGOs, public bodies, local authorities and cultural organisations.
- **Outstanding trainers:** we select the very best trainers to join our team. Each brings their own experience to make programmes both relevant and engaging.
- **Practical solutions:** learning isn't just about new models, theories and techniques; it's about being able to use them in real life. We encourage participants to work together to apply learning to individual action plans.
- **Backup resources:** all programmes are supported by detailed workbooks, covering not only the programme content, but additional information to consolidate learning.

## Book and experience the =mc difference

 Talk to us today about your training needs:  
**+44 (0) 20 7978 1516**

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**NEW**

## Good to Great

Transforming  
organisational  
performance



Meals and  
refreshments



Workbook



Online  
assessment

1 day, London:

**19 March**

**10 October**

£230 + VAT



**Good to Great** is one of the most influential management books of the last ten years. Although originally developed for commercial organisations, **=mc** has spent three years applying it to the work of not-for-profit organisations in the UK, USA and Europe. This programme uses this experience to explore how participants can apply it in your organisation, department or team.

The programme focuses on the three main areas for moving from good to great – disciplined people, disciplined thought and disciplined action. Participants work through these elements in more detail identifying how to apply: level 5 leadership, getting the right people on the bus, confronting the brutal facts, clarifying your hedgehog concept, creating a culture of discipline, and developing innovation accelerators.

This challenging programme is suitable for anyone keen to take their organisational performance to the next level, breaking out of being merely good and becoming great.

### Ensures participants are able to

- understand what 'Great' means and why it's different from 'Good'
- implement the Good to Great model in their organisation
- audit current performance and identify areas for improvement

### Ideal for

- heads of departments or divisions under pressure to deliver higher performance
- CEOs looking for a way to frame a new strategy
- managers looking for insights on how to change their team results

The programme draws on case studies for organisations as diverse as the Alzheimer's Society and Compassion in World Farming.

For full programme details go to:

[managementcentre.co.uk/g2g](http://managementcentre.co.uk/g2g)



## Leadership

The **Leadership Development Programme** offers participants a toolkit to challenge and motivate both themselves and their team. Over three intensive days we help participants identify what makes a successful leader and introduce them to their Intelligent Leadership profile, a 360° leadership model developed by **=mc** specifically for non-profit leaders.

Other modules help participants link the key motivation theories to performance, explore various models of leadership and show the importance of flexibility in leadership style.

By leading and participating in a series of exercises, participants build awareness of how effective they are in the leader's role. Each participant receives feedback on their personal strengths and weaknesses from fellow participants to help them to continue to develop back at the workplace.

### Ensures participants are able to

- shape and develop high performing teams
- adapt their leadership style according to the person and the situation
- lead and inspire teams during times of change

### Ideal for

- managers who want to take their leadership skills to a higher level of effectiveness
- individuals keen to use a more flexible leadership style to yield better results

*I'm now much more aware of my own leadership style and how to adapt it for different circumstances and individuals' development levels.*

**Luke Rosier**  
Customer Operations Manager, VSO

## Leadership Development Programme

Developing, coaching and inspiring teams for greater results



Meals and refreshments



Workbook



360° feedback

3 days, London:  
**27-29 March**  
**10-12 July**  
**27-29 November**

£650 + VAT

For full programme details go to:

[managementcentre.co.uk/ldp](http://managementcentre.co.uk/ldp)



## Strategic Leadership Programme

Developing leaders to take the organisation forward

 Meals and refreshments

 Workbook

 1<sub>2</sub>1 coaching

 360° feedback

3 days, London:

**24-26 April**

**23-25 October**

£650 + VAT

The **Strategic Leadership Programme** helps new and potential senior managers develop a high-level skill set in readiness for greater responsibility. Through powerful, managed feedback and expert tutor input, participants improve their ability to act decisively and effectively.

The programme focuses on three impact areas of Leadership, Change and Strategy. The Leadership module includes a 360° assessment and coaching using Kouzes and Posner's Leadership Practices (LPI) model. In the Change module we introduce powerful tools to successfully implement integrated change – while maintaining motivation. The Strategy module includes an introduction to key tools in developing strategy.

This programme is suitable for anyone being considered for internal promotion or who has recently taken on a significant shift in responsibility.

### Ensures participants are able to

- become high achieving leaders and understand how to create an empowering culture
- create systematic approaches to drive change
- use cutting edge tools to create a successful strategy

### Ideal for

- heads of departments or divisions in larger organisations
- CEOs of smaller charities
- middle managers looking to step up to a more senior role

*Kouzes and Posner's Leadership Practices model made me examine the shortfalls in my leadership style. I've now taken this on board at work and the results have been really positive.*

**Debbie Holt**

Design Services Manager, Cats Protection

For full programme details go to:

[managementcentre.co.uk/sl](http://managementcentre.co.uk/sl)



**Coaching Skills for Managers** helps develop more productive, confident and self-reliant staff and volunteers using a non-directive approach.

Over the two days we introduce participants to a flexible model of coaching. They explore the structure of the coaching process and begin to develop their own coaching style through a number of guided 1-2-1 and small group sessions. Participants practice technical skills including goal setting, building rapport, the four levels of listening, key questioning techniques and effective contracting. They learn how to decide when coaching is the right technique to use as well as when it's not appropriate.

### Ensures participants are able to

- understand the qualities of a successful coach and where it fits in a management portfolio
- use the GROW model to connect individual and organisational performance
- reframe limiting beliefs or other psychological barriers that impact on performance

### Ideal for

- managers keen to build their staff's resilience using a non-directive approach
- managers with an experienced team going through change
- individuals who support the development of others

*Thanks again for the most 'learning packed' two days I have ever experienced.*

**Debbie Holt**  
Design Services Manager, Cats Protection

## Coaching Skills for Managers

Helping individuals improve performance

 Meals and refreshments

 Workbook

2 days, London:  
**19-20 June**

£450 + VAT

For full programme details go to:

[managementcentre.co.uk/cs](http://managementcentre.co.uk/cs)



## Emerging Managers Programme

The essential management toolkit for new managers



Meals and refreshments



Workbook

3 days, London:  
**13-15 March**  
**3-5 July**  
**6-8 November**

£650 + VAT

The **Emerging Managers Programme** is designed for new or soon-to-be managers keen to discover practical tools and techniques to manage themselves and their team.

By working with other high-potential managers from different organisations, participants grow in confidence and improve their personal effectiveness. They also learn the secret to building and working through a successful team and how to resolve challenges using practical solutions.

The three days focus on participants' responsibility for achieving results not only through their own behaviour but also that of other people. During the programme each participant has the opportunity to lead live exercises and receive feedback from fellow participants.

### Ensures participants are able to

- understand their own management style preference – and learn to access other styles
- use enhanced communication skills to get their case across and make an impact
- manage performance using feedback skills and deal with performance challenges

### Ideal for

- high-achieving individuals with management potential
- recently appointed or promoted managers

*Really excellent training. It was good to have the chance to reflect on my performance and ways of working - and to discover practical approaches and techniques to improve both.*

**Catherine Gill**  
Project Co-ordinator, South East Dance

For full programme details go to:

[managementcentre.co.uk/em](http://managementcentre.co.uk/em)



Managers need to feel confident and in control in challenging situations with colleagues, board members, donors and even service users. Emotional Intelligence (EI) offers a number of techniques and technologies to maintain their own motivation and momentum under pressure.

**Emotional Intelligence in Management** explores the origins of EI, its importance in management and personal development and how it's distinct from 'conventional' intelligence. Specifically, participants explore the practical implications of the five key EI dimensions: self-awareness, self-regulation, motivation, empathy and social skills. They find out how to use EI techniques effectively in meetings, appraisals, presentations and even emails.

The day focuses on practical sessions and interactive exercises around key EI dimensions and participants take part in an assessment of their own EI.

### Ensures participants are able to

- be more aware of themselves and their impact on others
- maintain and nurture their own motivation
- build rapport with others quickly and effectively in difficult situations

### Ideal for

- managers keen to understand how EI can help their performance and effectiveness
- individuals who want to improve the way they communicate with others

*You've encouraged me to make time to consider other people's points of view. I don't think I did this previously and it's made me better at my job as a result.*

**Meg Weale**

Senior Project Management Officer, Essex County Council

## Emotional Intelligence in Management

Developing interpersonal and intrapersonal skills for work



Meals and refreshments



Workbook

1 day, London:  
**5 March**  
**5 November**

£230 + VAT

For full programme details go to:

[managementcentre.co.uk/ei](http://managementcentre.co.uk/ei)



## Leading and Managing Change

Successfully taking people through challenging times



Meals and refreshments



Workbook



Online assessment

1 day, London:

**1 March**

**11 October**

£230 + VAT

**Leading and Managing Change** is essential for anyone who needs to lead an organisational change programme – a re-structure, a new culture, a merger – and needs a solid framework to shape the process. The content is based on **=mc**'s adaptation of Kotter's well-established systematic model. It explores how to start and shape a change process as well as how to re-energise a faltering one.

As part of a rigorous 8-phase approach, participants develop their ability to identify change drivers and tackle different types of change from transformational to incremental. The programme also explores the 'softer' side of successful change, including how to use emotional intelligence in change.

Participants are given the opportunity to complete the **=mc** change readiness audit – a unique online tool to assess an organisation's change capability and competence.

### Ensures participants are able to

- tackle both breakthrough and incremental change
- adapt their style between seven key change roles
- overcome and respond to resistance to change

### Ideal for

- managers leading or managing change processes
- individuals trouble-shooting change challenges

*You've helped me to better understand all aspects of a change process including how different people respond, dealing with change, and planning more effectively. Very useful!*

**Jane Ufer**

Head of Regional Administration, British Heart Foundation

For full programme details go to:

[managementcentre.co.uk/lmc](http://managementcentre.co.uk/lmc)



**Performance Management for Managers** is based on **=mc's** years of experience of working in-house with organisations to help improve managers' skills and confidence in managing performance.

Over the two days participants focus on tools and techniques for managing good and poor performance. This includes how to identify and tackle performance problems, structuring and holding difficult performance conversations, and how to deal with reactions. The programme also focuses on how to identify potential and develop individuals and teams in order to enable them to higher levels of performance.

There will be plenty of opportunity for participants to practice the techniques using their own case studies and to get peer feedback.

#### Ensures participants are able to

- identify and proactively manage good and poor performance
- hold courageous conversations in a structured way
- systematically identify and develop talent within their teams

#### Ideal for

- managers who want to build their confidence and skills in managing for results
- individuals looking to develop tools and techniques to get the best out of others

*With annual appraisals on the horizon, the programme provided lots of valuable guidance on how I can provide staff with feedback in the most constructive way.*

**Simone Bowen**

Deputy Head of Admissions, Learning Trust

Management

**NEW**

## Performance Management for Managers

Maximising organisational effectiveness through individual performance



Meals and refreshments



Workbook

2 days, London:

**9-10 May**

**20-21 November**

£450 + VAT

For full programme details go to:

[managementcentre.co.uk/perfm](http://managementcentre.co.uk/perfm)



## Project Management

Planning and managing projects successfully



Meals and refreshments



Workbook

3 days, London:  
**20-22 March**  
**12-14 June**  
**13-15 November**

£650 + VAT

Always in demand, **Project Management** enables participants to plan and manage projects for delivery to schedule and specification. They leave with a thorough grounding in **=mc's** Systems Model. This model, unlike PRINCE 2 and other complex frameworks, is adaptable to any project – short or long-term, simple or sophisticated.

Over the three days we explore the 'hard' and 'soft' sides of project management. Participants find out how to scope projects including identifying project drivers, purpose, outcomes and success criteria. They also acquire a portfolio of reliable and flexible tools to map out a project including Work Breakdown Structures and Critical Path Analysis. Participants also learn how to create effective project teams.

### Ensures participants are able to

- have access to a range of key project planning tools
- use the **=mc** Systems Model to design and manage projects successfully
- put together project teams that perform from day one

### Ideal for

- managers leading or managing complex or multiple projects
- team members keen to maximize their contribution
- anyone facing an unusual or new challenge with multiple stakeholders

*The thing I'm going to take away from the programme is the importance of stopping and thinking before rushing headlong into a new project. This really can make all the difference.*

**Sile Reynolds**  
Policy and Campaigns Officer, MIND

For full programme details go to:

[managementcentre.co.uk/pm](http://managementcentre.co.uk/pm)



**NEW**

## Introduction to Consulting in Non-Profit Organisations

Insights into the world  
of consultancy

 Meals and  
refreshments

 Workbook

1 day, London:  
**29 February**  
**16 July**

£230 + VAT

### Introduction to Consulting in Non-Profit Organisations

offers participants insights in how to use consultancy effectively inside their own organisations or externally. It is the UK's *only* programme that specialises in one of the fastest growing areas of the non-profit market. Participants discover what's involved in consultancy, key tools and approaches, and how to set themselves up if they want to try it as a career or development opportunity.

This one-day programme uses a variety of learning techniques including expert input, case studies, small group work, role-play and coaching feedback. Participants leave with a workbook they've added to throughout the day, building on the day's activities and including a practical action plan.

#### Ensures participants are able to

- understand what consultancy involves in a not-for-profit setting
- manage a consulting relationship effectively
- assess their ability to consult effectively individually or in a team

#### Ideal for

- managers acting as consultants within their organisation
- individuals considering becoming independent consultants

*A fantastic trainer. She covered everything in an easy to understand way and was really helpful. I'll recommend this course to others.*

**Louisa Davies**

Acting Direct Marketing Manager, Macmillan Cancer Support

*The day stands alone, but also serves as an introduction to **mc's** five-day **Consultancy Skills Programme**. If participants go on to take part in the full programme, there's a saving of £150 on the cost of the five-day programme.*



**mc** is a registered practice of the Institute of Consulting



For full programme details go to:

[managementcentre.co.uk/itc](http://managementcentre.co.uk/itc)


## Consultancy Skills Programme

Learning an approach  
for transformational  
results

 Meals and  
refreshments

 Workbook

 1<sub>2</sub>1 coaching

 360° feedback

5 days, London:  
**16-20 April**  
**15-19 October**

£1,500 + VAT



The **Consultancy Skills Programme** draws on the latest and most effective consultancy techniques in the commercial and not-for-profit world, equipping managers to act as consultants and advisers. At **=mc** we use this week-long event to develop our own management consultants.

Using trainer input and Harvard Business School-type case studies, participants work through the nine key toolkits that a consultant needs: methodology, strategy, structure, communication, coaching, problem solving, culture, innovation and change.

The approaches and models used have been successfully used by **=mc** with a wide-range of organisations including the Probation Service, the UK Government Cabinet Office, UNICEF, Amnesty International and the National Trust for Scotland.

This intensive programme is led by members of **=mc**'s full-time consultancy team, all with hands-on experience of not-for-profit consultancy that delivers.

*From now on I'll breakdown specific challenges and consciously try to match them with my new skills. The presentation skills were particularly helpful and very practical.*

**Becca Williams**  
Innovation Services Planner, RNIB

### Ensures participants are able to

- analyse complex situations
- identify possible solutions and weigh the advantages and disadvantages
- ensure senior leadership accept and follow through on their proposals



### Ideal for

- senior managers called in to 'trouble-shoot' in other departments
- HR or L&D professionals who see consultancy as a complement to existing interventions
- individuals interested in a career in consultancy

*This programme was fascinating - the week was full of "aha" moments! I'll use the tools immediately to systematically analyse our current approach and the way we work with teams.*

**Alan Rigott**

Strategic Relationships Programme Manager, NHS East Midlands

*I'm becoming a freelance consultant so the programme really helped me to work out where I want to focus my attention in the future.*

**Michaela Butter**

former Director of External Relations, Arts Council England

*Not sure whether you would benefit most from the **Introduction to Consulting in Non-Profit Organisations** or this programme? If you do the introduction first, there's a saving of £150 on the cost of this five-day programme.*



=mc is a registered practice of the Institute of Consulting



**The most effective consultancy techniques:**  
consultancy that delivers

For full programme details go to:

[managementcentre.co.uk/cps](http://managementcentre.co.uk/cps)

**NEW**

## Developing Commercial Awareness

New skills and attitudes  
for the contract  
economy



Meals and  
refreshments



Workbook

1 day, London:  
**16 May**  
**29 October**

£230 + VAT



**Developing Commercial Awareness** is designed to help individuals develop stronger commercial and business awareness in their team or department, in preparation for contracting or developing new chargeable services. The day introduces participants to tools that will help staff understand how to run services in a commercially aware way. The day can also form part of a wider programme to help develop bids for contracted services.

The programme uses case studies of a number of organisations that have developed commercial services to support their work – from the NSPCC to Crossroads Care in Kent. We work systematically through the stages of identifying potential for identifying efficiency – whether it's charging for current services, developing new 'for sale' ideas, bidding for contracts, or simply understanding the importance cost control.

We look at the softer side of business awareness, including exploring how to introduce the ideas of commercial awareness to teams, as well as practical skills of how to construct successful bids and outline business plans.

### Ensures participants are able to

- establish the true cost of a service and how to recover costs
- understand how to create commercial awareness in a team
- develop plans to improve sustainability

### Ideal for

- department heads keen to introduce commercial awareness
- service heads with challenging income targets
- managers working for agencies building up earned income



For full programme details go to:

[managementcentre.co.uk/dca](http://managementcentre.co.uk/dca)



## Organisational Development

This one-day programme helps participants to understand and use a range of strategic tools – and learn how to integrate them into a flexible planning framework.

**Strategic Planning Tools** is built around core modules including frameworks in planning, how to analyse challenges, managing service and activity portfolios, shaping new strategic directions and defining organisational competencies in relation to vision and mission. In an intensive day participants cover a wide range of tools and models.

### Ensures participants are able to

- share their strategic ideas effectively with colleagues
- understand the key tools in strategy and their uses and limitations
- assess their direction using Boston and Ansoff Matrices
- frame decisions using Michael Porter's 5 Forces approach

### Ideal for

- managers who want to understand all the key strategic tools available and how to use them
- managers leading a strategic planning process
- managers needing to solve a specific strategic challenge

*All the explanations of how to use the tools were put across in a really straightforward and interesting way. I'll definitely be putting what I've learnt into practice within my work.*

**Debra Garside**  
Head of Care Services, MS Society

## Strategic Planning Tools

Key strategic models and how to apply them

 Meals and refreshments

 Workbook

1 day, London:  
**12 March**  
**30 October**

£230 + VAT

For full programme details go to:

[managementcentre.co.uk/spt](http://managementcentre.co.uk/spt)



NEW

## The Balanced Scorecard and Strategy Maps

Cutting-edge strategy tools for managing in turbulent times



Meals and refreshments



Workbook

1 day, London:

**29 May**

**26 November**

£230 + VAT



**The Balanced Scorecard and Strategy Maps** is based on =mc's consulting work developing balanced scorecards and strategy maps with a range of UK and international organisations including Amnesty International, SightSavers, the International Federation of Red Cross and Red Crescent Societies, Breast Cancer Campaign and Action Aid.

Participants will work on case studies and their own organisation to develop skills and confidence in their own ability to implement a Balanced Scorecard approach.

The programme walks participants through the key elements of the scorecard including developing drivers, choosing perspectives, creating objectives, and working through the 'how' and 'why' logic. They also create a complementary scorecard with targets, initiatives, and 'Idea' and 'Iag' indicators.

The day draws on the latest strategy mapping approach and explores how participants can adopt this approach to planning.

### Ensures participants are able to

- understand the unique benefits of the Balanced Scorecard from other planning methodologies
- build up a scorecard and strategy map for their organisation
- see how to link strategy to operational action

### Ideal for

- CEOs seeking a new approach to strategy
- senior managers needing a systematic way to implement strategy
- managers with responsibility for strategic planning

*These tools are helping us think more clearly about the next phase of our development as well as how to measure and communicate the impact of our work.*

**Richard Brooks**

Director of Marketing, Compassion in World Farming

For full programme details go to:

[managementcentre.co.uk/bsc](http://managementcentre.co.uk/bsc)



One of =mc's most popular programmes, **Developing Personal Presence** builds on skills individuals already have to develop a more sophisticated approach to impactful communications – from informal meetings to full-blown presentations. The day equips participants with the tools they need, and the personal feedback so vital to improve their impact.

We begin by asking participants to consider themselves as a personal brand – to assess their qualities and positioning. This also enables participants to identify the type of presence they wish to develop.

We then go on to crack the charisma code, ensuring participants acquire the key techniques to help them gain personal power and impress their audience – on demand. They learn how to build rapport with a range of individuals using techniques borrowed from theatre improvisation. We also introduce participants to key presence principles, finding out how outstanding communicators – from Obama to newsreaders – convey presence through a mixture of eye contact, body language and voice.

#### Ensures participants are able to

- have a clear sense of the presence they want to project
- communicate complex ideas quickly and memorably
- respond effectively under pressure

#### Ideal for

- managers who want to develop authentic personal presence
- individuals who need to make an impact in meetings
- anyone keen to get their ideas across to senior colleagues

*I found it really useful to learn that - like it or not - we all have a 'personal brand'. I'll now always make sure I bear this in mind when meeting new people at work.*

**Ian Beavis**

Museum Collections Officer, Tunbridge Wells Museum

## Developing Personal Presence

Crack the charisma code for high impact



Meals and refreshments



Workbook

1 day, London:  
**15 May**  
**20 November**

£230 + VAT

For full programme details go to:

[managementcentre.co.uk/dpp](http://managementcentre.co.uk/dpp)



# Influencing and Negotiating for Results

Using psychology and practical techniques for the optimal outcome



Meals and refreshments



Workbook

2 days, London:  
**22-23 February**  
**25-26 September**

£450 + VAT

**Influencing and Negotiating for Results** is for individuals who want to boost their ability to persuade and convince others. With these skills participants will be able to secure better deals for your organisation with external stakeholders. It also helps to enhance their ability to build rapport and handle conflict.

On influencing, participants' learning includes how to recognise others' psychological styles, adapt accordingly and re-frame information to make it acceptable. On negotiating, participants discover how to work through the four distinct phases of a negotiation, and how to devise ethical win-win approaches.

**See also** The Influential Fundraiser on page 25 – designed specifically for fundraisers.

### Ensures participants are able to

- choose an appropriate communication style to build rapport and influence others
- prepare and set success parameters for negotiations
- understand – and modify – their personal style

### Ideal for

- managers who negotiate with internal or external stakeholders as part of their job
- individuals who need to influence others at work
- anyone working in cross-functional or multi-agency partnership teams

*I really liked how the two days were structured. And the last task pulled together everything we'd learnt brilliantly, giving us the chance to put all our learning into practice.*

**Jonathan Power**

Community Fundraising Manager, Concern Worldwide

For full programme details go to:

[managementcentre.co.uk/inr](http://managementcentre.co.uk/inr)



**Think on Your Feet** enables participants to use techniques from the science of psychology to structure ideas quickly and simply, create memorable stories and simplify complex information.

A fast-paced and highly participative programme, the content is wide ranging including presenting under pressure, using the Think/Feel/Do structure, TRAIN-of-thought technique and Occam's razor reasoning.

Participants learn how to handle tough questions confidently with the radar reply technique, question jujitsu, and how to deal with Sharks, Ramblers and Vultures. We also look at making messages memorable using the SUCCESS framework, developed by the Heath Brothers in their book *Made to Stick*.

### Ensures participants are able to

- perform impressively in unexpected situations
- handle challenges and hostile situations confidently
- increase their audiences' ability to retain and recall information

### Ideal for

- managers needing to communicate in challenging 'on the spot' situations
- individuals looking to share complex ideas with unfamiliar audiences
- anyone who needs to make an impact under pressure

*It was great to learn tips to help my comments and ideas in discussions 'stick'. All in all, the day was full of great techniques that I plan to start using straight away.*

**Moira Cane**  
Training Development Officer, Independent Age

## Think on Your Feet

Communicating with confidence and clarity under pressure



Meals and refreshments



Workbook

1 day, London:  
**2 May**  
**12 November**

£230 + VAT

For full programme details go to:

[managementcentre.co.uk/tf](http://managementcentre.co.uk/tf)





## Transformational Presentation Skills

Developing and delivering high-impact presentations



Meals and refreshments



Workbook



1:1 coaching

3 days, London:  
**6-8 March**  
**26-28 June**  
**2-4 October**  
**4-6 December**

£750 + VAT

**Transformational Presentation Skills** is the UK's most popular presentation skills programme for the not-for-profit sector. In a small group of 10, with two dedicated coaches, participants have the opportunity to learn the secrets of how to deliver complex ideas simply and effectively to groups – whether it's 10 or 1,000 people – using **=mc**'s systematic methodology.

We show participants how to reduce preparation time, how to choose the right 'style' of presentation for their audience and how to make their presentation memorable. Participants also learn how to appear confident even when they're nervous.

This is experiential learning at its most practical. As well as trying out specific skills, participants deliver three 'formal', videoed presentations followed by 1-2-1 coaching with an **=mc** coach.

### Ensures participants are able to

- control nerves and banish negative mindsets to present confidently
- design and deliver their presentation for maximum impact
- present complex ideas simply and effectively

### Ideal for

- individuals who need to make formal presentations, from major conferences to team briefings
- managers keen to deliver structured information in a fast and organised way

*There wasn't any part of the course that wasn't useful. In particular, you've made me focus on the importance (and impact) of body language when presenting. Absolutely fantastic. Thank you!*

**Sarah Cunningham**  
Legacy Marketing Manager, WWF

For full programme details go to:

[managementcentre.co.uk/tps](http://managementcentre.co.uk/tps)



**Creativity and Innovation Toolkit** offers a range of techniques enabling participants to generate new ideas and put them into practice. Participants will discover the secrets of stimulating systematic, 24/7 creativity – and how to successfully innovate high payoff ideas.

Participants learn the seven key creativity techniques and how to use a range of tools including Zwiki boxes and the 15ft advantage. They also learn the five essential steps to maximising creativity in groups, ensuring everyone is engaged and removing the mindset traps that hold back creativity. Using =mc's innovation value chain, we then take ideas from origination to transformed results – innovation.

Finally we explore how to create a culture of creativity and innovation with case studies from =mc's work with the NSPCC, RNIB and UNICEF.

#### Ensures participants are able to

- integrate creativity and innovation into their everyday work
- use a range of techniques to come up with new ideas
- remove barriers to co-operation in teams and departments

#### Ideal for

- managers keen to energise and engage their team creatively
- individuals under pressure to find new ways to develop services or fundraising

*The innovation tools are really going to help re-energise my work. I particularly liked the 'six thinking hats' approach and will use it to help my team learn to think differently.*

**Paul Cartaxo**  
Registered Home Manager, Norwood

## Creativity and Innovation Toolkit

Realising and releasing  
new ideas



Meals and  
refreshments



Workbook

1 day, London:  
**22 November**

£230 + VAT

For full programme details go to:

[managementcentre.co.uk/ci](http://managementcentre.co.uk/ci)





## Facilitation Skills

Working with groups to  
achieve results



Meals and  
refreshments



Workbook

2 days, London:  
**23-24 May**  
**31 October –**  
**1 November**

£450 + VAT

**Facilitation Skills** helps participants to gain the confidence and skills to work with groups to solve problems, agree direction and plan action in a productive way.

Over two days we look at a variety of tools and techniques, including contracting principles, creating engagement, reading group dynamics, balancing task/process, structuring sessions for maximum impact and learning evaluations.

Participants learn to improve their personal communication skills including questioning, summarising and active listening. Everyone has the opportunity to facilitate small group exercises both to practice their skills and gain 360° feedback from fellow participants.

### Ensures participants are able to

- help people work productively together in meetings
- focus groups and workshops on tasks
- use a range of approaches to organise group discussion
- handle challenge and conflict in groups

### Ideal for

- individuals leading projects, teams, meetings or workshops
- managers seeking consensus for future direction or action

*I came on Facilitation Skills specifically to learn how to deal with challenging behaviour and conflict. I left feeling that I'd got what I needed - and more. Better still, I've successfully put the skills into practice in my every day work.*

**Amanda Pearson**  
Policy Officer, Health Education Trust

For full programme details go to:

[managementcentre.co.uk/fac](http://managementcentre.co.uk/fac)



**Managing Multiple Priorities** promotes personal effectiveness through individual learning and change. Based on the work of a range of experts – from Steven Covey to Alan Lakein and Edward de Bono – participants identify practical solutions not only for themselves, but also for their teams.

Managing time successfully is about balancing two key decision bases, what and when. Participants learn how to manage demanding priorities against deadlines – distinguishing *important* from *urgent* tasks and discovering how to make decisions quickly. We also offer tools to handle priority conflicts.

This programme provides insights into the challenges of managing time while working with others – including delegating effectively, reducing interruptions and dealing with dangerous ‘time bandits’.

#### Ensures participants are able to

- focus their energies to deliver results
- manage heavy workloads and constant interruptions
- improve work-life balance

#### Ideal for

- individuals needing to take control of their work and their time
- managers keen to improve their personal effectiveness

*The course gave me highly practical tips on how to better manage my workload. My ‘to do’ lists will be prioritised, my email headers will reflect actions that need to be taken, and I’ll break down tasks into smaller, more manageable chunks.*

**Mark Londesborough**

Secondary and FE Programme Manager, National Theatre

## Managing Multiple Priorities

Practical solutions for  
managing effectively



Meals and  
refreshments



Workbook

1 day, London:

**21 February**

**22 May**

**9 October**

£230 + VAT

For full programme details go to:

[managementcentre.co.uk/mmp](http://managementcentre.co.uk/mmp)

## Strategic Planning Tools for Fundraising

Transforming fundraising performance using key planning tools and frameworks



1 day, London:  
**28 February**  
**1 October**

£230 + VAT



**Strategic Planning Tools for Fundraising** is designed for development directors and senior fundraisers who need strategic tools and techniques to reframe a new or an existing fundraising strategy. We provide participants with an understanding of all the key strategic tools available for planning, and explore how to use them appropriately and effectively.

We begin with an overview of current key thinking in strategy, from core competencies to blue and white water approaches. We clarify and simplify strategic terms such as values, core business and emergent and intended strategy. Other modules cover the environmental context – using PEST and SWOT – plus competitor and gap analysis to identify where there is potential for participants to make a significant difference – and to generate strategic drivers.

### Ensures participants are able to

- assess their fundraising portfolio and establish the relative impact of each initiative
- decide key development directions and the risks associated with them
- engage colleagues and board members in strategic discussions

### Ideal for

- senior fundraisers who need strategic tools to tackle challenges
- development directors reframing their fundraising strategy and existing portfolio

*A really helpful day that got me thinking about my fundraising much more strategically. Excellent course notes. I certainly won't be filing them away any time soon - they're far too useful!*

**Helen Pott**

Senior Trusts and Statutory Fundraiser, British Red Cross

For full programme details go to:

[managementcentre.co.uk/sptf](http://managementcentre.co.uk/sptf)



Based on the best-selling book, ***The Influential Fundraiser***, by =mc's directors Bernard Ross and Clare Segal, the day draws on the latest thinking in psychology and neurology to analyse interpersonal situations and how to handle them effectively. Participants develop skills and confidence in their own ability to handle donors effectively and manage their expectations.

The programme uses the powerful 5P Framework, exploring the importance of passion, proposals, preparation, persuasion and persistence. Each of these elements is explained and participants are introduced to tools that will help them manage and interact with the 5Ps.

Every delegate receives a copy of ***The Influential Fundraiser*** – groundbreaking book voted in top 5 not-for-profit management books by *New York Times*.

### Ensures participants are able to

- interpret a donor's psychological preferences and match their approach
- design an effective case using the four basic case types
- build ultra-fast rapport with donors and supporters

### Ideal for

- major donor or corporate fundraisers
- volunteers involved in fundraising
- development and fundraising directors

*The Influential Fundraiser has taught me how important it is to build rapport with donors and to really consider their motivations. I'm going to put this into practice tomorrow!*

**Elena Jelley**  
Corporate Partnerships Manager, Sparks

For full programme details go to:  
[managementcentre.co.uk/if](http://managementcentre.co.uk/if)

## The Influential Fundraiser

Interpersonal and psychological skills to win over others



Meals and refreshments

1 day, London:

**26 March**

**22 October**

£230 + VAT





# In-house Learning & Development Solutions

## Developing Leadership

## Nurturing Talent

## Working Effectively

With in-house learning and development, you get a flexible solution with the added benefit of great value. We charge by the day not by the participant – a cost-effective way to outstanding results.

At **=mc** we strive to unlock potential and transform performance for the not-for-profit sector, helping organisations to

- develop leadership
- nurture talent
- work effectively

And not only do in-house solutions provide targeted learning they can also save you money.

All programmes are available in-house. And if you need a more tailored solution we can work with you to develop a specific approach – whether it's a one-day briefing to improve customer service or a year-long intervention to embed a major restructure.

Our approaches include training, coaching, facilitation and consultancy. We're happy to work in any and every stage of a process: from defining the challenge to structuring a programme; from delivering the work to assessing the impact.



# How others have used =mc in-house learning & development solutions

In-house

## MS Society



The MS Society is the UK's leading MS charity funding research, campaigning for change, and providing information and support to people affected by MS.

**Challenge:** having grown rapidly, the infrastructure had not kept up. There was a lack of any agreed project management approach or any standard planning methods. The Society wanted to introduce standard procedures to assist decision making, as well as the planning, management and reviewing of projects.

**Solution:** the MS Society decided to bring the training in-house after sampling =mc's Project Management open programme. Working with =mc, they created a comprehensive set of project management documents, accompanied by a series of three-day programmes for staff. =mc also adapted the programme for the senior management team. This ensured they were able to support staff working on projects, use consistent language on project briefings, and give sign off on project plans.

**Impact:** the MS Society now has a whole-organisation approach to managing projects, supported at all levels of the business, and backed up with training. It is regularly reviewed and updated to meet ongoing challenges.

*Working with =mc to improve our project management has helped with the clarity of project proposals, providing clear decisions on the scope and resourcing of projects. Projects are now being carried out on time and to budget, and teams are working together much more effectively.*

**Amanda Potts**

HR Manager (Learning and Development), MS Society



Visit [managementcentre.co.uk/l&d](http://managementcentre.co.uk/l&d) for more details or to discuss in house training contact Clare Segal, Director, [c.segal@managementcentre.co.uk](mailto:c.segal@managementcentre.co.uk).



Visit [managementcentre.co.uk/l&d](https://www.managementcentre.co.uk/l&d) for more details or to discuss in house training contact Clare Segal, Director, [c.segal@managementcentre.co.uk](mailto:c.segal@managementcentre.co.uk).

## How others have used =mc in-house learning & development solutions

### The Brooke



The Brooke is an international animal welfare organisation dedicated to improving the lives of working horses, donkeys and mules. They provide veterinary treatment and community programmes in Africa, Asia and Latin America.

**Challenge:** The Brooke identified organisational leadership as an area for improvement. A management group of 12 team heads met regularly but did not have a consistent approach to leadership or a defined role. The new Chief Executive was keen to empower the group more so and engage them in a more innovative leadership culture. The organisation has also grown rapidly over the past few years, leading to new demands and expectations.

**Solution:** =mc designed a blended leadership programme tailored to the management group's development needs and the Brooke's organisational growth. The programme provided opportunities for the management group to define and agree their best practice approach, and set actions to sustain further development.

**Result:** now nearing the end of the one-year programme, the management group is benefiting from strengthened relationships. They now have a shared approach to leadership and management, developed through the provision of practical tools and by investing time in the programme.

*The work with =mc has meant that the culture of leadership at the Brooke is firmly in the hands of not only the senior management team, but the management group too. They now feel much better equipped to deliver our ambitious strategic objectives.*

Sofia Angidou  
Learning and Development Manager, The Brooke

## About =mc

=mc works with charities, social enterprises, public bodies, INGOs and local authorities to transform their performance. We offer leading-edge practical tools and techniques to help deliver on their social missions.

Uniquely, we offer whole organisation solutions. In addition to **learning and development**, we also provide **management and fundraising consultancy** covering such areas as **strategy, change, innovation, major donor fundraising** and **capital campaigns**.

To find out more about our wider consultancy work, visit our website at [www.managementcentre.co.uk](http://www.managementcentre.co.uk).

Many of these programmes are in association with Second Wave Consulting (2WC), a specialist division of =mc.

To discuss **management consultancy**, contact Bernard Ross, Director, [b.ross@managementcentre.co.uk](mailto:b.ross@managementcentre.co.uk).

To discuss **fundraising consultancy**, contact Angela Cluff, Director, [a.cluff@managementcentre.co.uk](mailto:a.cluff@managementcentre.co.uk).

We also work internationally through our partner organisations in Asia, Brazil, Mexico and the USA. To find out about our worldwide network, visit [www.managementcentre.com](http://www.managementcentre.com).

## Booking Information

### Open programmes

It takes just a few minutes to book onto an open programme online at [managementcentre.co.uk/bookings](http://managementcentre.co.uk/bookings). If you are unable to book online, please contact us on **+44 (0) 20 7978 1516**.

We can hold provisional bookings for up to 5 working days. We then need written confirmation if you wish us to confirm and process your booking.

We operate simple cancellation terms once you've confirmed your booking – the full details are on our website at [managementcentre.co.uk/bookings](http://managementcentre.co.uk/bookings).

We can offer discounts for group bookings. Contact Pauline Bailey, Programmes Administrator, on **+44 (0) 20 7978 1516** or [p.bailey@managementcentre.co.uk](mailto:p.bailey@managementcentre.co.uk).

When you confirm your booking, we send an invoice along with joining instructions. We need you to pay within 28 days of the date of the invoice, or before the programme starts if that is sooner. We are unable to accept card payments.

### In-house training, learning & development consultancy

To discuss your organisation's learning and development needs, and explore in-house training options, please contact Clare Segal, Director, on **+44 (0) 20 7978 1516** or email [c.segal@managementcentre.co.uk](mailto:c.segal@managementcentre.co.uk).

## Book online at: [managementcentre.co.uk/bookings](http://managementcentre.co.uk/bookings)

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