



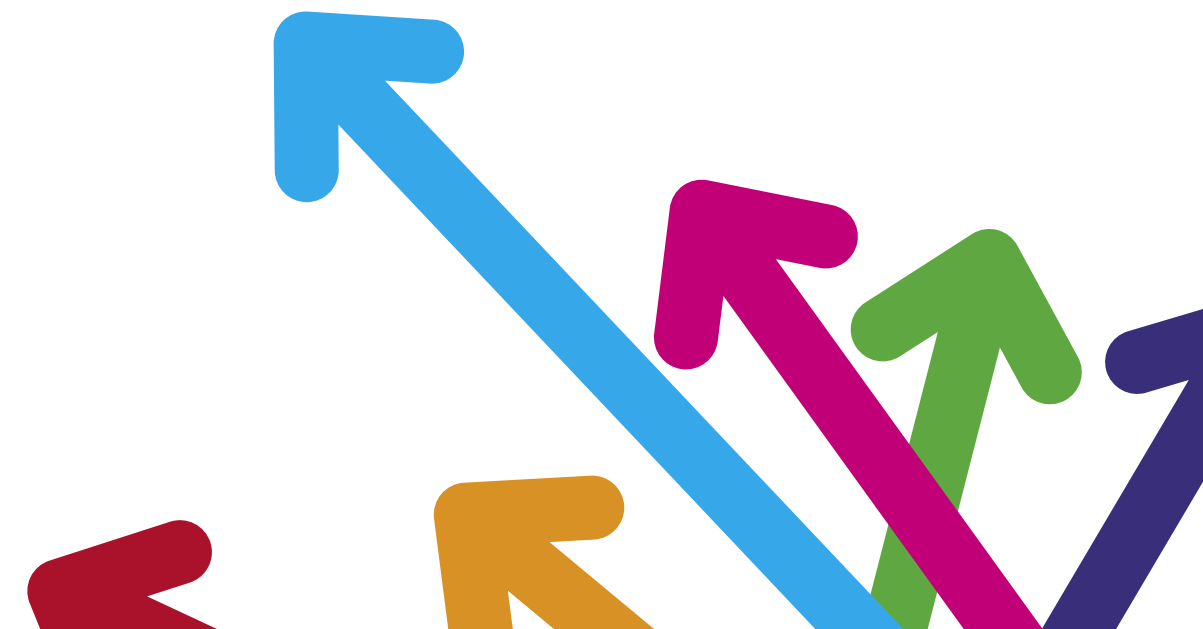
Top Management Development — Real Bottom Line Impact

Dynamic management and leadership development programmes to help your business win!



“Challenge everything,
open your mind to new
possibilities, be the
best you can be”

Paul Bishop, *Winning Moves*



Eye-opening business opportunities! You wait ages for one to come along and then suddenly, they all arrive together!

The correlation between developing the skills and competences of your management team and improving bottom line results is well proven. Now you have the opportunity to do just that for your business, through a range of **FULLY FUNDED**, practical and results-driven training programmes delivered by a group of leading business consultants, all experts within their field.

In this booklet you will find brief details of the programmes that are available to your management team, but you need to move fast – places are very limited and are only available for a short period of time.

All of the programmes lead to an accredited qualification and all have been specifically developed to cut through staid business jargon and old thinking to deliver real, relevant and future-focused training that will make a tangible difference to your business performance.

→ **6**

LEADERSHIP AND MANAGEMENT PROGRAMME

This programme is designed to train and develop the skills and capabilities of individuals within a business to support their development as leaders and managers and to facilitate the transformation of their organisation's performance.

→ **8**

IOSH MANAGING SAFELY & FIRST LINE MANAGEMENT PROGRAMMES

Avoid the pitfalls... our IOSH Managing Safely programme will give you the tools to manage risks... safely! And our First Line Management programme has been designed to give your team leaders and supervisors the tools they need to inspire and innovate.

→ **10**

FIRST LINE MANAGEMENT / TEAM LEADER TRAINING - TAKING A FRESH LOOK

This First Line Management Award aims to give practising First Line Managers and Team Leaders the foundation for their formal development in these roles. The programme has two primary objectives; to help participants gain the basic knowledge required in Leadership and to develop essential First Line Management Skills.

→ **12**

DEPARTMENTAL MANAGER TRAINING

This highly practical programme features a core programme to develop your personal management skills, backed up by a toolbox which includes team building events and other training that you can provide for your department.

→ **14**

TECHNICAL CERTIFICATE & NVQ PROGRAMMES

The level three Technical Certificate & NVQ (units) programmes are designed to build on employed individuals existing competences, providing them with the skills and abilities to enable them to work effectively within all areas of their organisation.

→ **16**

ENVIRONMENTAL MANAGEMENT LEVEL 4 NVQ PROGRAMME

This programme is designed to recognise and develop existing skills of Environmental Managers and facilitate ongoing professional development through IEMA membership, ensuring competent and qualified professionals are in place to deliver continual business and environmental improvements.

“This dynamic programme will develop the skills of your key people, and will lead to a real and measurable bottom line impact for your business”

Paul Bishop, Programme Facilitator, Winning Moves



Winning Moves is an innovative business support consultancy based in the West Midlands. We specialise in designing and delivering large-scale business improvement programmes focusing on innovation, people development and best practice. Our clients include the DTI, Advantage West Midlands, Sage, various national governments, including Australia, South Korea and the Czech Republic.

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LEADERSHIP AND MANAGEMENT PROGRAMME

This programme is designed to train and develop the skills and capabilities of individuals within a business to support their development as leaders and managers and to facilitate the transformation of their organisation's performance.

➔ **ONLY 215 PLACES ARE AVAILABLE TO QUALIFYING INDIVIDUALS WITHIN 50 COMPANIES**

REGISTER NOW, CALL 01785 827600

For further information call us or send an email to info@winningmoves.com

“Fresh, energetic, inspirational and extremely thought provoking!”

The programme will provide you with the tools and knowledge to help you create new ideas, implement change, address real organisational problems and spread an 'improvement culture'.

Who is it for?

Individuals who want to enhance their skills, capabilities and confidence to lead, manage and accelerate business performance improvement; an internal facilitator, a catalyst for change able to instigate projects on their own, whilst also helping others develop and implement their new ideas. The individuals will provide a focal point for improvement activities and are a powerful resource within any organisation.

Not specifically aimed at the most senior people within an organisation, the programme is designed to develop those individuals with the aspiration to succeed and make a difference to their organisation. Ideally suited to existing or aspiring leaders and managers at company or team level who wish to develop their own management / team / leadership skills, in order to actively engage others within their company in change. They are the people who are key to the future of the business, so self-motivation and a commitment to succeed will be essential.

How is the programme delivered?

The programme combines an initial business diagnostic which will identify development priorities for the business and the individuals, providing the focus for the learning and the improvement project.

This will be followed by five days facilitated (active) learning from recognised industry experts delivered over a period of 2-3 months.

The five days of learning will cover:

- **Developing your business strategically**
- **Building competitive advantage**
- setting and achieving stretch goals
- **Staying one step ahead**
- developing and managing ideas for enhanced customer experience
- **Creating / leading high performance teams**
- addressing real issues identified
- **Sustaining momentum**
- developing plans and project management capabilities

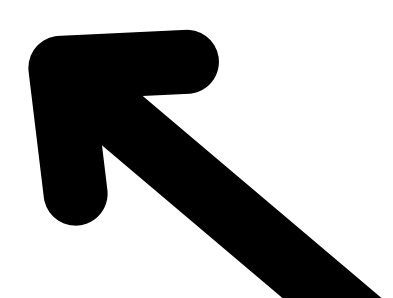
Accompanying the training is a comprehensive work-based project that the candidates will deliver, using the knowledge gained in the workshops. The project will address real issues / challenges / opportunities for the organisation, thus leading directly to making real improvements to your business.

What can participants expect to gain?

An NVQ level 4 equivalent professional qualification, accredited by the Institute of Leadership and Management (ILM) and endorsed by the Small Firms Enterprise Development Initiative (SFEDI).

How much does it cost?

The programme is co-financed by the Learning and Skills Council and is part funded by the European Union through the European Social Fund (ESF) and is therefore FREE. Participants must be committed to completing the course to receive their free place. (The value of the course is over £3,000 per individual).



“Management development programmes need to be different. They need to go beyond just teaching management theories, they need to inspire, innovate and challenge traditional attitudes. They need to change managers into leaders — visionaries who can create an environment where people can express themselves and grow”

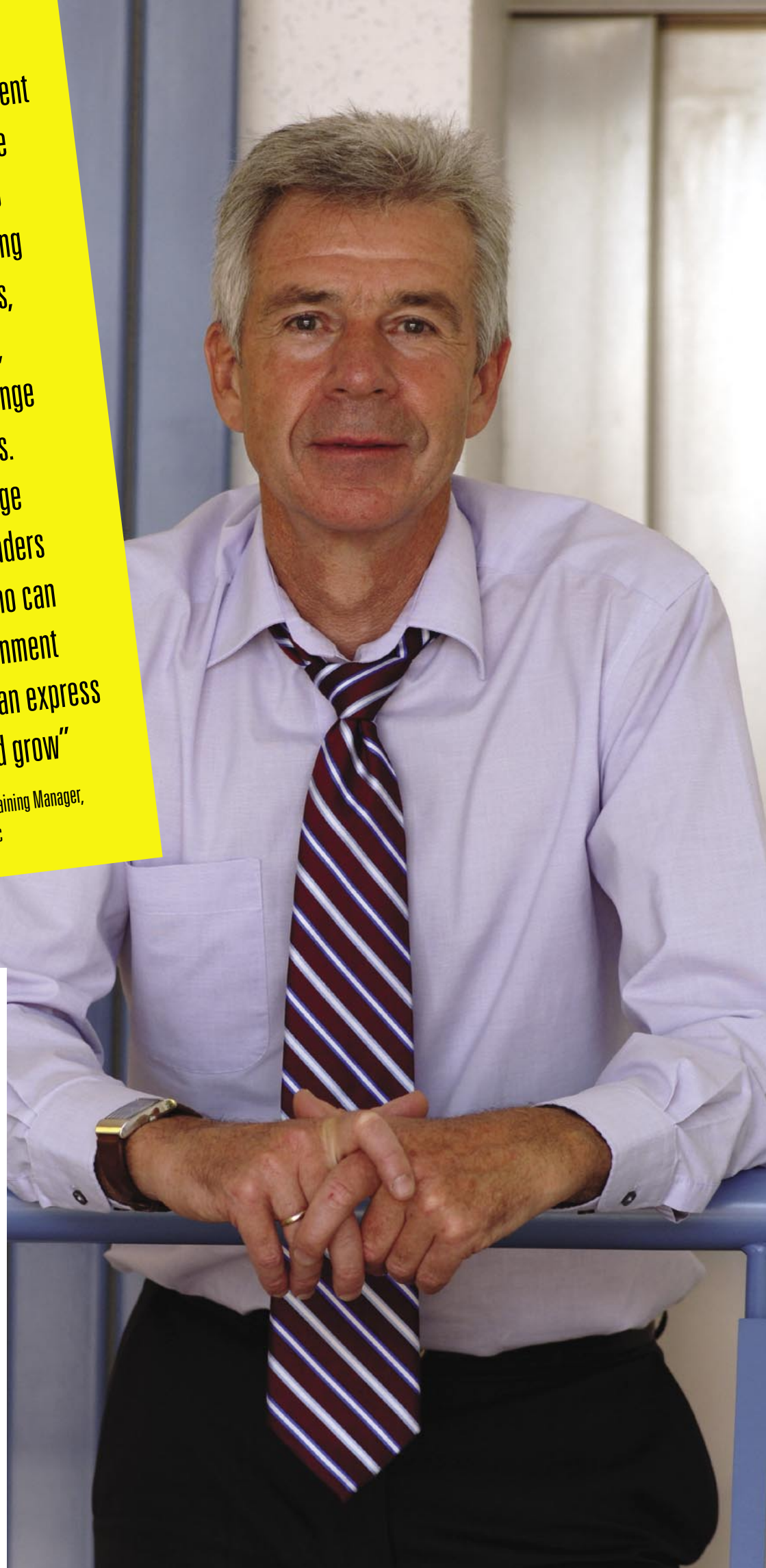
Paul Tozer, Commercial Training Manager, Carter & Carter Group plc

Carter & Carter Group is a major provider of learning programmes & business improvement solutions to corporate organisations and SMEs, with an extensive client list across a range of UK and global industry sectors.

We currently deliver our programmes within GlaxoSmithKline, Ford, Vauxhall, Experian, Corus, BAE and Land Systems. We also deliver to over 400 SMEs.



Carter & Carter
Group plc



IOSH MANAGING SAFELY & FIRST LINE MANAGEMENT PROGRAMMES

Avoid the pitfalls... our IOSH Managing Safely programme will give you the tools to manage risks... safely! And our First Line Management programme has been designed to give your team leaders and supervisors the tools they need to inspire and innovate.

➔ **THERE ARE 200 PLACES AVAILABLE CONSISTING OF 100 IOSH MANAGING SAFELY AND 100 1ST LINE MANAGEMENT**

We can also deliver 1 or 2 day bespoke or refresher courses to meet your specific needs, these may be utilised awards meeting ILM requirements and certificated.

REGISTER NOW, CALL 0800 9159396

For further information call us or send an email to managementcourses@carterandcartergroup.com

IOSH MANAGING SAFELY PROGRAMME

Designed to give Managers an in-depth awareness of relevant legislation, which enables them to manage Health and Safety in accordance with the law, delivered in a practical way to include specific company needs.

The programme covers topics such as Risk Assessment and Control, Health & Safety legislation, Audits, Accident Investigation and Safety Management Systems, amongst others.

The programme is delivered by a highly qualified trainer who has a wealth of industrial experience. Topics can be adapted to address issues or concerns within your environment.

FIRST LINE MANAGEMENT PROGRAMME

Let's face it... no-one embarks on a management training course just for the sake of it. Training is an investment of time that should result in a positive and measurable impact on your business, not simply a tick in the box of continuous professional development.

Carter & Carter programmes are delivered by a team of specialists with many years experience gained in the field. Yes, they are ILM accredited programmes that lead to recognised qualifications, but that's not the driver. Our main objective is to develop your management and leadership skills to help you make better strategic decisions, engage and inspire your people, and improve the competitive performance of your business.

“In terms of Training & Learning, Carter & Carter doesn't make a difference — it makes THE difference”

Digby Jones, Director General CBI

Our programmes can be delivered on your premises, and tailored to suit the specific needs of your company and your people. There are a wide variety of modules available, all tackling the real issues in your business. An example programme would include;

- Leadership and Innovation
- Managing Change
- Problem Solving and Decision Making
- Team Building and Motivation
- Financial awareness

The Award takes 5 days to achieve.



“Great people become great employees when they are keyed into strategic objectives of the organisation and equipped with the right skills to effectively lead and manage their teams” Gilly Salter, Programme Facilitator, Kaleidoscope



Using innovative and creative ideas, Kaleidoscope designs and delivers management training and development programmes for a variety of organisations both large and small. Our programmes can be tailored to meet client needs, as well as offering qualifications and accredited programmes via the Institute of Leadership and Management.

Using an extensive team of skilled and motivated trainers, we ensure that delegates receive the development necessary for them to achieve the full spectrum of their potential. Our commitment and passion has led to many clients requesting Kaleidoscope's services year on year.



KALEIDOSCOPE
Management Development & Training Ltd

FIRST LINE MANAGEMENT / TEAM LEADER TRAINING - TAKING A FRESH LOOK

This First Line Management Award aims to give practising First Line Managers and Team Leaders the foundation for their formal development in these roles. The programme has two primary objectives; to help participants gain the basic knowledge required in Leadership and to develop essential First Line Management Skills.

➔ **THIS IS A HIGHLY POPULAR PROGRAMME, SO PLEASE CHECK AVAILABILITY IMMEDIATELY**

CALL KALEIDOSCOPE MANAGEMENT DEVELOPMENT & TRAINING LTD ON 01452 541165

or email gillysalter@hotmail.com to reserve your place

“Inspirational trainers really made me feel that I wanted to succeed, the programme was fun, interactive and simply great”

As a manager, we believe the secret of your success includes the quality of the team backing you, and our programmes will certainly help support both you and your team. If you would like to explore this further, Gilly Salter from Kaleidoscope is just a phone call away to help you discover and explore your requirements. And all for free.

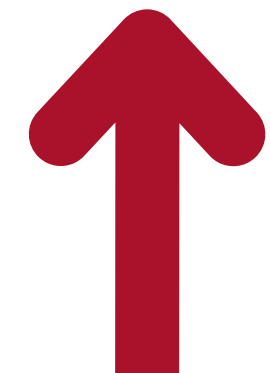
What's on Offer

Kaleidoscope works closely with the Institute of Leadership and Management (ILM) and is offering Level 3 Awards in either First Line Management or, if it's more appropriate, Coaching in the Workplace for Team Leaders and First Line Managers. Each of the programmes is interactive and enjoyable, yet practical as they provide learning that supports development for either current or future role positions.

The **First Line Manager Programme** is based on 5 days of training spread over a 3 month period and will enable you to explore and benchmark where you are now, compared with where you need to be. It will also encourage you to try some of the new tools and techniques in management or refresh those skills you already have. In the words of a previous participant; *"this time was most definitely well spent, the course was motivational and it was great to have the opportunity to test the theories back in the workplace and see the difference!"*

Or, if you need support in coaching or mentoring your staff then the new **ILM Level 3 Award** will help you to draw out the hidden skills and talents within your team and equip you to perform effective workplace coaching with confidence. The programme is based on 3 days of training spread over 2-3 weeks and will take the form of two modules, with one module being 2 days duration and the other one day.

Both of the Kaleidoscope programmes will lead you to gain a nationally recognised management qualification.





“Here’s a solution that gives managers the flexibility to develop both themselves and their departmental staff”

Paul Hesp, Business Development Manager, Mitre Group

Mitre Group are one of the country’s leading experts in manager training. Since 1992, we’ve become an approved centre for the Institute of Leadership & Management and City & Guilds. We’ve worked with over 10,000 people from 17 countries, training teams of up to 200 from companies large and small.



DEPARTMENTAL MANAGER TRAINING

This highly practical programme features a core programme to develop your personal management skills, backed up by a toolbox which includes team building events and other training that you can provide for your department.

➔ **THIS IS A HIGHLY POPULAR PROGRAMME, SO PLEASE CHECK AVAILABILITY IMMEDIATELY**

CALL MITRE GROUP ON 0845 0179733

or email mail@mitregroup.co.uk to reserve your place

“This course is probably the most useful training I have received. If the department follows its action plans, then I am sure our performance will improve dramatically”

As a departmental manager, we guess you’ll be interested in developing your team, as well as yourself. If so, this programme is for you. Enrol on one of our key courses, and we’ll make available a range of supporting programmes for your department. All support is offered without charge.

What’s on offer

To begin, you can choose either our Coaching course, or the more traditional First Line Manager course. Both of these are independently accredited programmes, designed and delivered by people from industry. Both include practical application of the knowledge we provide in your workplace – in other words, real results, not just study.

We find that some managers have huge amounts of knowledge, but aren’t easily able to pass it on to their staff – if this is you, choose our Coaching programme. Others may want to broaden their knowledge of general management skills, in which case, the First Line Manager’s course should be ideal. Both of these courses result in a nationally recognised management qualification.

On the Coaching course, you’ll learn how to plan and deliver coaching to your staff, and we’ll show you the latest techniques for transferring skills. The First Line Manager course covers a broad spectrum of skills, including problem solving, using and understanding management information, performance management and team leadership.

Bring your department with you

Having taken care of your personal development, you can also introduce support for other members of your department – after all, why should they be left out? Naturally, this will help make your task of managing easier, as well as improving the overall performance of departments, team members and their leaders. We can provide specific training to make routine management tasks simple, for instance, carrying out risk assessments and getting to grips with environmental management. And if you’re looking for a real

boost to departmental effectiveness, we can facilitate a team building day, providing a tailored event to give your entire team or department an experience to remember. This can help you explore and develop the way in which your team communicates, understand and improve relationships, and improve motivation. The combination of tutorial input, discussions and practical exercises makes for an exciting day, and delivers workplace results.

What are the benefits?

Managers who complete the First Line Manager programme will be able to understand and use management information, lead and motivate their teams, manage team performance, play their part in supporting customer relationships and make good decisions. All this combines to reduce inefficiency and improve the effectiveness of departmental resources.

People who attend our Coaching course will become competent to design, deliver and monitor the effectiveness of internal coaching programmes. The effect of this in your department will be the ability to develop skills and increase knowledge, without incurring high external costs.

Team building events will show all participants how to develop and maintain trust at work, and as a whole, a discreet group or team will communicate faster and more effectively in the workplace. Net result – more improvements in processes, shorter lead times in developing and delivering products and services.

“Our programmes will allow you to develop your knowledge, skill and abilities even further. They will give you insights into new ways to effectively manage your business and the people within it” Fred Seeley, Key Programme Deliverer, TBG Learning



With a track record of over twenty years' growth and achievement in helping people transform their lives through learning, TBG Learning is an established leader in its field. TBG's scale of achievement is considerable with over 25,000 young people and adults achieving a qualification each year.



TECHNICAL CERTIFICATE & NVQ PROGRAMMES

The level three Technical Certificate & NVQ (units) programmes are designed to build on an individual's existing competences, developing the skills and abilities to enable them to work effectively within all areas of their organisation.

➔ **THERE ARE 200 PLACES AVAILABLE CONSISTING OF 175 TECHNICAL CERTIFICATES AND 25 X 4 NVQ UNITS ACROSS 67 EMPLOYERS**

FOR FURTHER DETAILED INFORMATION PLEASE CALL TBG LEARNING ON 0121 200 2646

or email westmids-ed@tbglearning.com

“It opened my eyes to a whole new way of thinking about dealing with staffing issues, resources, health and safety, appraisals and staff training”

TECHNICAL CERTIFICATES

Distinctive and practical programmes leading to level three Certificates in:

- Administration,
- Customer Service
- Management

Each provides participants with a detailed, embedded knowledge of industry & working practices.

Who would benefit from these awards:

Individuals who are already in a management or supervisory role, with decision making responsibility and one or more direct reports / team members.

Individuals whose performance has a direct bearing upon the operations of the business and who would benefit from the support to their development and promotional aspirations.

How are the programmes delivered?

1. The development programmes are delivered over a three to four month period at the employer's premises, and are supplemented by support visits every three to four weeks.
2. Prior to the commencement of the programme a company organisational needs analysis and health and safety check will be completed to help focus the learning activities and ensure alignment.
3. Following on from the company needs analysis, eligible applicants will be assisted in reviewing their existing skills and competences against the framework for each respective award and an individual needs analysis will be produced
4. A combined skills analysis/action plan will then be completed in partnership with the employer and TBG Learning. The plan will identify dates, times, locations as well as the individual/s responsible for the learner's developmental activities.

NVQ PROGRAMMES

Three separate level three programmes , each comprising four units towards the full level three NVQ certificated via EDI (Education Development International) awarding body.

Appropriate units can be chosen from:

- Administration
- Customer Service
- Management NVQs.

How are the technical certificates assessed?

Once the learning activities have been undertaken and both the learner and assessor feel that the required knowledge & understanding has been embedded, the individual will sit the on-line EDI level three test/s. The tests are based on a series of multiple choice questions/scenarios where the learner has to make judgements on how they would respond to a variety of work-based situations relevant to the award and the learner's roles and responsibilities.

How are the NVQ Units assessed?

The learner will be assessed/observed by a specialist assessor who will collect evidence of performance and the application of the learning within the learner's job role.

Should the learner have no or limited experience in functions / activities which are required to complete the unit awards, training will be provided.





“Our NVQ programme combines development of the environmental manager for business benefits, including satisfying external parties, with the personal, professional development opportunities within IEMA — everyone wins!”

Sarah Eyre, Key Programme Deliverer, Enviro Focus

Enviro Focus was established by Sarah Eyre in 2001 and is a specialist environmental consultancy and training organisation. Sarah has over 10 years in the environmental field, is a Chartered Environmentalist, full member of IEMA and a registered Lead EMS Auditor, carrying out ISO 14001 certification audits. At Enviro Focus we provide a friendly and professional service. We believe in a common-sense and simple approach and the importance of tailored programmes, rather than one size fits all.



ENVIRONMENTAL MANAGEMENT LEVEL 4 NVQ PROGRAMME

This programme has been designed to improve organisational performance by raising and recognising the competences of environmental managers through a formal work-based qualification and individual professional development.

➔ ONLY 20 PLACES ARE AVAILABLE ON THIS UNIQUE NVQ PROGRAMME

REGISTER NOW, CALL
01827 735809

For further information call us or send an e-mail to sarah@envirofocus.co.uk

“It was great to be able to get some formal recognition of my existing knowledge and work activities. The IEMA membership was the icing on the cake!”

Who is it for?

The NVQ is suitable for those managers who are implementing or developing an Environmental Management System (EMS) either based on the recognised ISO 14001 standard or an internally defined equivalent.

A recent DEFRA report states that global business trends indicate that demand for EMS is rising – it is clear that competent and qualified Managers are critical to the effectiveness and success of these systems.

The NVQ is aimed at those motivated individuals who are committed to self development and environmental change within their organisations. It is an ideal way to demonstrate competence of the Environmental Manager internally, or to an external body.

Areas covered by the NVQ include identifying environmental issues, recommending improvements, reviewing / developing a policy and establishing audits.

How is the programme delivered?

The programme enables the individual to consolidate existing knowledge and experience by the practical demonstration of competence via workplace assessments.

A total of 6 assessments will be carried out in the workplace which will assess evidence presented by the candidate against the qualification criteria. There are no exams and no projects or assignments are set.

What can participants expect to gain?

A level 4 Environmental Management NVQ, awarded by the Institute of Leadership and Management (ILM) and approved by the Institute of Environmental Management and Assessment (IEMA).

In a unique relationship between Enviro Focus and IEMA, additional recognition has been given to the NVQ. For those Managers who complete the NVQ there is the opportunity for further professional progression and development through a fast track membership route within the IEMA.

Additional Supporting Programmes

The following may be taken as stand-alone courses or to support organisations who embark upon the NVQ programme:-

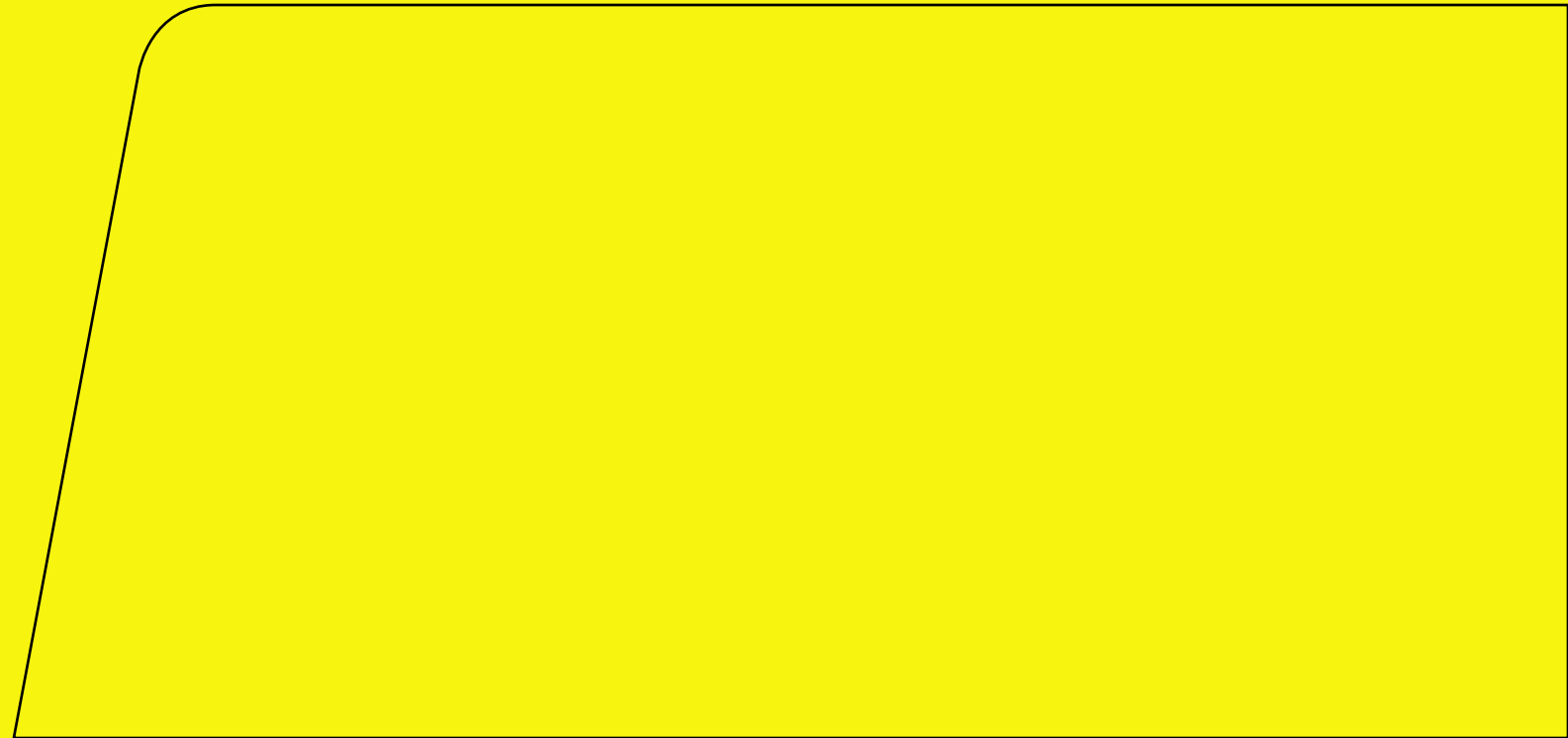
- **Director's Strategic Environmental Briefing**
A one day briefing tackling issues such as carbon foot-printing and carbon offsetting, reconciling ethical practices with the financial obligations of stakeholders, the Government stance and strategy and how this is likely to affect business. These are key issues crucial for strategic planning.
- **CIWM Waste Awareness Certificate.***
The CIWM, the professional body for waste experts has developed and accredited this one day foundation course. It is aimed at providing employees with the knowledge and information sources to help your Company minimise waste, understand the legal requirements and the consequences of poor waste management. The course is supported by DEFRA, WRAP, Envirowise and the Environment Agency.
*This course may be delivered in house.

How much does it cost?

The NVQ and supporting courses are co-financed by the Learning and Skills Council and the European Social Fund (ESF) and are therefore FREE of charge to eligible organisations. You must be committed to completing the course to receive your place.



Remember, all the programmes featured are FULLY FUNDED and lead to an accredited qualification. This is a unique opportunity for companies that are ambitious and responsive... be sure not to miss it!



LEADERSHIP AND MANAGEMENT PROGRAMME

Call Winning Moves on

01785 827600

IOSH MANAGING SAFELY & FIRST LINE MANAGEMENT PROGRAMMES

Call Carter & Carter Group on

0800 9159396

FIRST LINE MANAGEMENT / TEAM LEADER TRAINING - TAKING A FRESH LOOK

Call Kaleidoscope on

01452 541165

DEPARTMENTAL MANAGER TRAINING

Call Mitre Group on

0845 0179733

TECHNICAL CERTIFICATE & NVQ PROGRAMMES

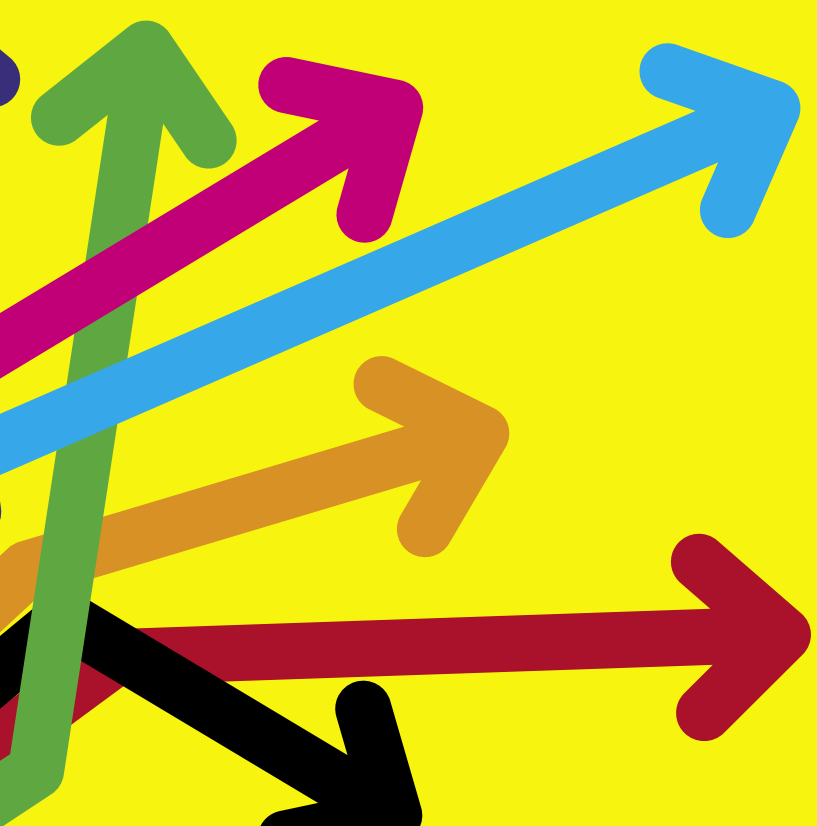
Call TBG Learning on

0121 200 2646

ENVIRONMENTAL MANAGEMENT LEVEL 4 NVQ PROGRAMME

Call Enviro Focus on

01827 735809



All programmes featured are co-financed by the Learning and Skills Council and are part funded by the European Union through the European Social Fund (ESF).



Leading learning and skills



EUROPEAN UNION
European Social Fund