ESPRESSO SESSIONS®

A FULL CATALOGUE OF AVAILABLE TOPICS

2023 EDITION

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WHAT IS ESPRESSO?

Espresso sessions are power packed interactive development solutions that last 90 minutes. Much like the drink, they are short sharp shots of theory, practical advice and discussion that 'wake up the mind'. They provoke reflection and support participants in considering how they could improve the way in which they work themselves, and how they interact with and lead others. These are topic-based sessions for specific learning in context, rather than particular roles.

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ESPRESSOSESSIONS®

OUR BLENDS

ESPRESSO SESSION

A ready-made **90min** instructor led live virtual or Face-2-Face session **(for between 6-20 participants per session).**

A mix of theory, sharing experiences, practice tasks and encouragement to reflect.

90 MINUTES

EXTRA FOAM

Immersive and real play bolt-on sessions.

Bespoke sessions used to expand on the content and allow for safe practice.

120 MINUTES

EXTRA SHOT

More time is given for group work and discussions to further integrate the learning.

120 MINUTES

GO LARGE

An enhanced version of the Espresso content with expanded theory and space for integration and practice.

Look out for this symbol for any session that can be upgraded to LARGE.

120 MINUTES

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INTERPERSONAL SKILLS

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BUILDING TRUSTING **RELATIONSHIPS**

SUMMARY

The aim of this session is to enable you to identify opportunities that have been successfully seized and those which have yet to be exploited.

We will demonstrate how to achieve this through the creation of a SWOT analysis of your team and its activities and an exploration of the findings. The results will allow you to acknowledge and celebrate those areas in which you have been successful as well as directing you to those areas that are still untapped and help you shape a plan to take the initiative.

OBJECTIVES

By the end of this session, participants will be able to:

- Create a SWOT analysis of their team / department that will help explore untapped opportunities that have yet to be seized
- Review the initiatives you have taken and describe how you might start to drive future success

CONTENT INCLUDES

- Constructing a SWOT analysis of your team or work unit
- Completing an interrogation of your SWOT
- Identifying initiatives taken and opportunities still to be grasped
- Creating your team/ unit 'take the initiative' action plan

ELECTRIFYING **BRAINSTORMING**

SUMMARY

Brainstorming can be a powerful way to look for new approaches to existing tasks and processes, and in this session, we explore how to do this effectively and get more from team brainstorming sessions.

Although brainstorming can seem an unstructured process, it works best when some simple rules are followed, and everyone in the team has a clear understanding of what is trying to be achieved.

This session will show you how to get the most from your brainstorming sessions by using some advanced techniques to drive innovation, ideas and opportunities.

OBJECTIVES

By the end of this session, participants will be able to:

- Recognise the benefits of applying structure to brainstorming sessions
- Identify ways to make their brainstorming sessions more productive and engaging

CONTENT INCLUDES

- Brainstorming 101
- Participating in a structured brainstorming session
- Planning how to electrify your team brainstorming sessions

INFLUENCING WITH **IMPACT**

SUMMARY

The ability to influence others plays a big part in helping you achieve your goals at work. Getting others to see things from your perspective and come around to your way of thinking can seem challenging – especially if you need to influence others without wielding authority.

In this session, we provide some simple tools that will improve your all-round influencing skills; helping you communicate persuasively with those that matter and get their support and buy-in.

OBJECTIVES

By the end of this session, participants will be able to:

- Identify key influencing tools and their uses
- Describe effective ways of using these tools at work

CONTENT INCLUDES

- Understanding influencing without authority
- Seeing the world from the perspective of others
- The tools of influence

TRANSFORMING CONFLICT **INTO COLLABORATION**

SUMMARY

Conflict is generally seen as a negative by-product of tensions that occur in the team setting at work. It can, however, be quite easily redirected and used for positive purposes if you know how.

In this session, you will explore how this can be achieved and how the collaboration that can follow conflict can be enormously productive for everyone involved.

You will benefit from practical tips on how to aid this transition and generate collaborative working practices from the fire of conflict.

OBJECTIVES

By the end of this session, participants will be able to:

- Identify current conflict areas and their impact
- Give examples of how to progress a situation from conflicting viewpoints towards informed collaboration

CONTENT INCLUDES

- Discovering how conflicting viewpoints can enrich collaboration
- Applying a practical collaboration framework
- Transforming your current conflict areas towards informed collaboration

BUILDING PRODUCTIVE RELATIONSHIPS **FOR EFFECTIVE COLLABORATION**

SUMMARY

Within teams and across them there are often many dynamics that play out, often these are behaviours that are unhelpful and don't aid in getting the job done. When we're doing drama, we're not doing work.

In this session we raise awareness of some unconscious processes that play out in groups and look at some useful tools to analyse effectiveness and provide clarity.

OBJECTIVES

By the end of this session, participants will be able to:

- Understand that working in a collaborative environment requires strong relationships
- Understand the role everyone plays in achieving shared and individual objectives
- Have learnt skills to build good relationships when people have different requirements

CONTENT INCLUDES

- The drama triangle and the other players
- The Collaboration Continuum
- GRPI

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DELIVERING NEGATIVE **FEEDBACK POSITIVELY**

SUMMARY

Very few people like receiving negative feedback, and similarly very few like giving it either. However, it is an essential part of the development process and, if managed well, can often act as a catalyst in kick-starting an individual's personal growth.

This session provides a process for presenting negative feedback in a way that ensures it remains engaging and professional. It also shows you how to take ownership of the feedback and consider how it will be received and adapt your delivery accordingly - without losing the impact you need.

OBJECTIVES

By the end of this session, participants will be able to:

- Describe what happens when they avoid giving negative feedback
- Summarize the steps that can be taken to deliver a difficult feedback message in an engaging, positive way

CONTENT INCLUDES

- Exploring the effect of positive and negative feedback
- Reformatting negative feedback
- Practising delivering your negative feedback messages for maximum positive impact

HANDLING
DIFFICULT SITUATIONS

SUMMARY

It is not unusual for individuals to shy away from difficult situations in the hope that they either defuse, go away or someone else deals with them. In the long term however adopting such an approach is wholly ineffective as difficult situations are a reality in the work environment - and they will keep cropping up, so learning how to tackle them makes a great deal of sense.

This session provides great guidance on how to approach difficult situations and focus on solutions rather than problems, remove blame and reverse negativity.

OBJECTIVES

By the end of this session, participants will be able to:

- Consider the range of difficult situations they face at work and identify exactly what makes them so challenging
- Recognised the importance of dealing with difficult or negative situations in a confident, positive and professional way

CONTENT INCLUDES

- Identifying characteristics of difficult situations
- Developing perspective and solution-focused discussions
- Applying techniques to your current work situations

DEALING WITH **STRESS**

SUMMARY

Stress is something many of us experience at different points during our lives. When carefully managed, small levels of stress can be a powerful motivator - but if it is not kept in check stress can be an unwelcome and dangerous warning signal. This session aims to help participants better manage stress, so it is not emotionally exhausting, helping them build resilience and better enjoy their day to day work.

CONTENT INCLUDES

- Common signs of stress
- How to make stress your friend
- Coping strategies

OBJECTIVES

By the end of this session, participants will be able to:

- Understand the science behind stress
- Recognise situations that can cause a stress response
- Use some simple techniques to reduce stress and build resilience

ESPRESSOSESSIONS

INTERPERSONAL SKILLS

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VIRTUAL
PRESENTATION SKILLS

SUMMARY

In this session you will learn how to deliver an engaging and convincing online presentation. The session will help you design an experience which 'reaches out' of the screen and really connects you with your remote audience. The focus will be on telling a relevant story which captures and keeps others' full attention.

The session will help you structure your content and support it with memorable visuals, as well as exploring the power of word-choice and voice.

OBJECTIVES

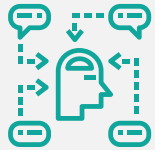
By the end of this session, participants will be able to:

- Construct a simple & memorable narrative using a 6-step formula
- Support their message with impactful slides
- Launch and end their online presentation with emphasis and confidence

CONTENT INCLUDES

- The CAMERA model (Capture-Audience-Message-End-Reconnect-Action)
- Effective use of slides (myth & reality)
- The power of language
- Vocal-visual delivery tips

MESSAGES AND **MEANINGS**



SUMMARY

Often, we find ourselves in unexpectedly difficult interactions with others, equally we may have individuals in our networks who we struggle to communicate effectively with.

This course will shed light on the importance of the way in which we put our messages across, and how this can affect the meanings that others interpret.

CONTENT INCLUDES

- The philosophy of Transactional Analysis
- Functional Ego-states
- TA Proper- transactions
- Ego-Grams

OBJECTIVES

By the end of this session, participants will be able to:

- Understand when they are communicating effectively
- Be able to identify learnt behaviour and know if it useful in the here and now
- Be aware of psychological messages and how they affect power dynamics
- Understand how the way in which they communicate connects with the behaviours and responses of others

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EXPANDING YOUR THINKING CAPACITY **FOR GREATER INCLUSION**

SUMMARY

In this session, participants will be challenged to consider personal thinking processes that can lead people to behave in a more inclusive way; positively impacting their commitment to the value of diversity.

By raising awareness of this potential bias, the session will provide a practical and powerful approach that will enable participants to control and balance their thinking to positively drive inclusion.

CONTENT INCLUDES

- Unconscious bias
- Climbing the 'Ladder of Inference'
- Challenging the 'Ladder of Inference'
- Open conversations

OBJECTIVES

By the end of this session, participants will be able to:

- Identify a thinking process that could impact inclusion
- Adopt a thinking technique that balances personal thinking approaches and underpins inclusive behaviours

INCREASING YOUR **EMOTIONAL INTELLIGENCE**

SUMMARY

Great emotional intelligence is an essential ingredient in the makeup of the most successful professionals, and in this session, we provide a springboard that will help you boost your own emotional intelligence.

The session will start by helping you get an understanding of your current levels of emotional intelligence and then goes on to provide a series of pointers that will help you develop this key attribute and use it in a broad range of situations.

CONTENT INCLUDES

- Benchmarking your current emotional intelligence
- Discovering a range of practical exercises to increase your Emotional Intelligence
- Creating your own 'Emotional Intelligence Action Plan'

OBJECTIVES

By the end of this session, participants will be able to:

- Define their current emotional intelligence levels
- Give examples of how they might develop their use of this with colleagues, customers and others

WORKING **REMOTELY**

SUMMARY

Being a remote worker poses a specific set of challenges that need to be overcome in order to feel motivated and be productive.

This 90-minute session looks at four basic human needs and how we can attend to these day-to-day in order to stay positive and work effectively.

We will also look at procrastination, maintaining focus and avoiding burnout.

OBJECTIVES

By the end of this session, participants will be able to:

- Have an understanding of the four basic needs in relation to working remotely
- Have created an action plan to deal with their individual issues, actions and challenges
- Learnt some coping mechanisms for managing distractions and keeping a work/life balance

CONTENT INCLUDES

- An exploration of four of the Psychological Hungers (Berne E.) relevant to the workplace. (Structure, Recognition, Stimulus, Contact)
- Applying the ISSUE/ACTION/CHALLENGE process to be able to attend to their own needs in their remote workspace
- Tips to help maintain focus, not take on too much, and create a work environment in a remote location

MENTAL HEALTH **AWARENESS**

SUMMARY

Looking after your own mental health and supporting the mental health and well-being of your colleagues is a vital part of being at work. In this session we introduce some simple steps to ensure that you are well placed to identify any mental health issues that may arise.

Armed with a better awareness of Mental Health, and the steps you can take if concerned about a person's wellbeing. This session will help build a more supportive, working environment for managers and team members alike.

OBJECTIVES

By the end of this session, participants will be able to:

- Understand the importance of mental health awareness
- Recognise common warning signs that show a colleague maybe struggling and have an awareness of some key conditions.
- Understand how to have a conversation around mental health and how to signpost

CONTENT INCLUDES

- What is Mental Health
- The Biopsychosocial Model
- Promoting Wellbeing

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BUILDING **RAPPORT**

SUMMARY

Rapport is the quality of harmony, recognition and mutual acceptance that exists between people when they are at ease with one another. When we are in rapport, we have a relationship of mutual understanding and trust; we communicate more effectively, and we are more open to influence and change.

Although rapport is a natural process, it is possible to accelerate the progression towards rapport through consciously but subtly moving the relationship along a four-stage rapport building journey.

OBJECTIVES

By the end of this session, participants will be able to:

- Describe the four steps of rapport building
- Plan how to improve rapport with a colleague

CONTENT INCLUDES

- Discovering how we build rapport
- Discussing the four-stage rapport building journey
- Committing to building rapport with a colleague or external contact

MOTIVATING INDIVIDUALS **TOWARDS HIGH PERFORMANCE**

SUMMARY

In order to successfully motivate others, it is essential that we know what is important to them - ideally in all aspects of their work and life.

This session explores shaping and following motivational strategies with your team that reflect the individual needs and motivations of its members. You will learn how to identify what drives them and what they are most likely to respond to in the work environment, and how to create an environment that is conducive to this.

CONTENT INCLUDES

- Exploring the range of motivation drivers
- Identifying strategies for enabling individuals to achieve their intrinsic rewards
- Planning how to create an optimum motivation environment for individuals in your team

OBJECTIVES

By the end of this session, participants will be able to:

- Recognize the range of motivational drivers that influence performance
- Give examples of steps that can be taken to create a motivational environment

STIMULATING
MEANINGFUL CONVERSATIONS

SUMMARY

This session will empower you to increase the impact of your conversations with team members and colleagues by introducing high-quality questioning. You will also learn about The Five Conversational Elements and the importance of listening.

Questioning is a key component in conversation but is often not used as effectively as possible. You will learn in this session how to employ an overarching questioning technique that will draw out more detail in your conversations, get to the crux of challenges more quickly and identify what really matters to people.

You will have the opportunity to practice these techniques, which can be quickly learned and easily incorporated into your conversations with impressive results

OBJECTIVES

By the end of this session, participants will be able to:

- Describe the four steps of rapport building
- Plan how to improve rapport with a colleague

CONTENT INCLUDES

- Discovering how we build rapport
- Discussing the four-stage rapport building journey
- Committing to building rapport with a colleague or external contact

ENERGISING
COACHING CONVERSATIONS

SUMMARY

Coaching others is a fundamental management responsibility, and in this session, you will learn how to invigorate your coaching conversations by adopting some simple, reliable techniques and tips.

We explore the various ways to refresh how you coach your team members so that it remains a positive and fulfilling experience for both you and them.

OBJECTIVES

By the end of this session, participants will be able to:

- Describe some simple techniques to energise their coaching conversations
- Explain how to incorporate these techniques into their approach to coaching

CONTENT INCLUDES

- How coaching conversations can lose their impact without refreshing our approach
- Energising the coaching experience
- Introducing golden threads to your coaching conversations

HAVING JOB PERFORMANCE **CONVERSATIONS**

SUMMARY

In this session, you will learn how to make the most of conversations with your manager about your job performance. The session does not focus on the PDP process and timeline itself but instead provides some support on preparing for and conducting the conversations: skills that can be applied throughout your whole career, not just formal PDP meetings.

You will explore the importance of taking ownership of your performance and will benefit from hints and tips that will make your next job performance conversations more effective and impactful.

The session will show how to review your own performance and approach every conversation with clarity, and then accept and use the feedback you receive to create a plan to move you forward.

OBJECTIVES

By the end of this session, participants will be able to:

- Identify what constitutes a good job performance conversation
- Describe the steps you can take to get the most from these conversations

CONTENT INCLUDES

- Preparing for job performance conversations
- Receiving feedback
- Listening and questioning for maximum understanding
- Reviewing and planning goals and objectives
- Using SMART
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BREAKING DOWN BARRIERS TO EFFECTIVE COMMUNICATION

SUMMARY

In this session, you will learn how to make the most of conversations with good communication oils the cogs of your business, yet there are times when the message we wish to communicate is disrupted or stopped in its tracks because of undesired barriers.

In this session, we show you how to anticipate and identify these barriers and then effectively dismantle them so you can communicate as intended.

A key part of this session focuses on ensuring that you eradicate any barriers to communication caused by a lack of clarity or focus on your part.

OBJECTIVES

By the end of this session, participants will be able to:

- Identify a range of barriers that impede good communication
- Give examples of strategies that can help break down these barriers and recognise how they might use them in their role

CONTENT INCLUDES

- Working with others on a team communication challenge activity
- Identifying barriers preventing effective communication
- Planning clear and concise communications relevant to your role

COMMUNICATING FOR **ENHANCED UNDERSTANDING**

SUMMARY

Do you ever feel that nobody outside your own team or department understands the essential work you do? Or is there an opportunity to shine a light on your team's technical know-how to others in the business?

In this session, we show you how to develop communication techniques that will allow you to rectify this and champion your team's knowledge and expertise in a way that improves cross-functional relationships and helps foster more efficient working practices.

OBJECTIVES

By the end of this session, participants will be able to:

- Recognise what is stopping them from communicating effectively across teams
- Identify techniques for communicating their subject expertise to those outside their own function

CONTENT INCLUDES

- Understanding why others may misunderstand you and fail to value your input
- Using powerful communication strategies
- Developing effective formats for presenting your knowledge in cross-functional situations

FORGING TEAM **CONNECTIONS**

SUMMARY

In this session, we encourage you to look for ways to work more effectively with other teams across the business. Although this can sometimes seem challenging, it is ultimately incredibly rewarding and beneficial.

Other teams may appear to be working towards different goals, and this can create tension rather than synergy. You need to be aware of this and find ways to promote better cross-departmental connections.

This session will promote improved networking and cohesion and will focus on identifying new and innovative ways to excel 'en masse'.

OBJECTIVES

By the end of this session, participants will be able to:

- Recognise the tensions that sometimes exist between teams and consider options for creating stronger connections
- Identify ways to create more effective working relationships with other teams throughout the business

CONTENT INCLUDES

- Assessing the strengths and weaknesses of your team networks
- Discovering actions to promote cross-functional team connections
- Developing your team connection action plan

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ANALYSING A **PROBLEM**

SUMMARY

The foundation of effective problem solving is an in-depth understanding of the causes of the problem. Time pressures often drive people into 'solution mode' before the problem is sufficiently defined, so this session takes a practical look at cause-and-effect analysis and will provide you with an effective tool for use in group problem-solving sessions.

OBJECTIVES

By the end of this session, participants will be able to:

- Recognise the importance of defining the nature of the problems they face
- Explain how cause and effect analysis can enhance their approach to analysing a problem

CONTENT INCLUDES

- Introducing the cause-and-effect analysis
- Participating in a cause-and-effect exercise focused on real work problems
- Planning how to apply and enhance cause and effect analysis in your teams

PROACTIVE
PROBLEM SOLVING

SUMMARY

Proactive Problem Solving is all about identifying and eradicating problems before they get the chance to grow out of control. It is about analysing your work environment and nipping potential problems in the bud as soon as you first see them.

This is as much about developing a proactive mindset as it is about acquiring new skills so that you can train yourself to think in a particular way about hunting out problems (rather than avoiding them) your success in dealing with them will surely improve.

OBJECTIVES

By the end of this session, participants will be able to:

- Recognise the benefits of stopping problems occurring
- Describe the steps you can take to create a proactive problem-solving approach

CONTENT INCLUDES

- Thinking proactively
- Stopping problems at the source
- Developing the right mindset
- A structured approach to solving problems proactively

THINKING EFFECTIVELY TO **SOLVE A PROBLEM**

SUMMARY

When faced with problems, it helps to have a systematic approach to dealing with them, and in this session, we provide guidance on a thinking technique that will achieve just this.

The 'Six Thinking Hats' approach is a great way of looking at a problem from a number of different perspectives in order to determine the best course of action.

This approach is particularly powerful for use in team meetings, and situations where you need to solve problems as a group and a number of different options are possible.

OBJECTIVES

By the end of this session, participants will be able to:

- Describe the Six Thinking Hats approach and its uses in helping solve problems
- Identify ways to use this approach to drive more productive problem-solving discussions

CONTENT INCLUDES

- Discovering the power of Six Thinking Hats in team problem solving
- Participating in a Six Thinking Hats sessions
- Planning how to integrate Six Thinking Hats into your team problem solving

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DEVELOPING AS A **CHANGE CHAMPION**

SUMMARY

This session encourages participants to become a change champion that routinely throws themselves into change initiatives and is proactive in their approach to change.

As change is one of the few constants in business, it is essential that your organisation's employees are well placed to take advantage of the opportunities afforded by change. This session will show them what is needed to become a true 'Change Champion' and will focus on developing some of these key attributes.

OBJECTIVES

By the end of this session, participants will be able to:

- Give examples of why change initiatives fail
- Describe the behaviours that thrive in change and inspire others

CONTENT INCLUDES

- Understanding Change Champion behaviours
- Exploring change best practice
- Developing your personal Change Champion development plan

SUPPORTING OTHERS **THROUGH CHANGE**

SUMMARY

Some people find change more challenging than others, and it is these individuals that most need the support of an understanding and engaging colleague or manager to help them see change initiatives through.

This session will help you develop skills to support the most resistant and challenging individuals in overcoming their mindset and approach to change.

OBJECTIVES

By the end of this session, participants will be able to:

- List some of the reasons why individuals may struggle to cope with change
- Describe the actions they could take to support others during change

CONTENT INCLUDES

- Revealing the impact of change on individuals
- Pinpointing the need for and nature of supportive interventions
- Customising support for your team in current change projects

CHANGES

SUMMARY

We are born changing, and as we grow, we often become more resistant and unsure about change.

This session will explore the typical emotions people will feel when moving through change, and how change is experienced both externally and internally.

We will also look at the limitations of well-worn paths, and how rituals can help to process the difference between past and future.

CONTENT INCLUDES

- The Change Curve
- Bridges Transitions
- Path Dependency
- Liminality and Rituals

OBJECTIVES

By the end of this session, participants will be able to:

- Understand what happens during a change
- Support themselves and others through the process
- Identify well-worn paths that keep away opportunities

THRIVING THROUGH CHANGE

SUMMARY

Various emotional responses are triggered during change and understanding how these impact yourself and others helps us to forge a path through the unfamiliar. When our regular routines and ways of working undergo change, we may need to find resilience to help us remain effective and purposeful.

CONTENT INCLUDES

- Bridges Transitions
- Liminality
- Growth mindset
- Resilience and GRIT

OBJECTIVES

By the end of this session, participants will be able to:

- Develop a positive perspective on change and the opportunities it brings
- Understand the importance of building personal resilience
- Develop a growth mindset to help translate fear of change into the ability to recognize opportunity

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BOOSTING YOUR **CREATIVITY**

SUMMARY

We all possess the capacity for creativity, but all too often, we do not harness this. Worse still, we are sometimes guilty of not letting others see how creative we are. When the pressure is on, it is very easy to lose sight of the importance of being creative and instead, we simply work harder to achieve our goals.

Sometimes what is needed is the ability to create a fresh idea; to approach something from a different angle, or to think of something out of the ordinary, and in order to do this we need to hone our ability to think and act creatively.

OBJECTIVES

By the end of this session, participants will be able to:

- Describe some simple but effective tools to boost your creativity in a practical manner
- Identify opportunities to apply these techniques in a range of everyday situations

CONTENT INCLUDES

- Our sources of creativity
- Simple creative thinking techniques
- Overcoming barriers to creativity
- Practical application of your creative ideas

INNOVATING WITH **PRODUCTS AND SOLUTIONS**

SUMMARY

It can often be difficult to come up with new ideas when you're trying to develop or improve a product or solution for customers. This is where innovation techniques like 'SCAMPER' can help. This tool helps you unlock innovative ideas for new products and solutions by encouraging you to think in a structured way about the changes and developments that could be made to existing ones.

This is a thought-provoking session that will enable you to innovate more effectively in this area whilst also providing a technique that can be applied in other areas where innovation is required.

OBJECTIVES

By the end of this session, participants will be able to:

- Describe the stages of the SCAMPER tool and explain how they work
- Consider how to deploy SCAMPER in their own environment to drive improved innovation

CONTENT INCLUDES

- The importance of innovation in product development
- Converting ideas to invoices
- The SCAMPER approach

DRIVING
CONTINUOUS IMPROVEMENT

SUMMARY

The continuous improvement of systems, processes and approaches is essential for your company as it evolves its business model and seeks to remain successful in a changing world. Every employee needs to be able to take an active role in contributing to that evolutionary process.

This session will focus on the most widely used continual improvement process, the 'Deming Cycle', and explores how to engage the whole team.

PLAN what needs to be achieved and how.

DO try out, pilot or test the solution.

CHECK to see if you achieved the outcome and objective.

ACT on what you have learned, by either going through the process again if you have not been successful or putting controls in place if you have been successful.

OBJECTIVES

By the end of this session, participants will be able to:

- Understand the improvement cycle
- Describe how to engage a team in continuous improvement

CONTENT INCLUDES

- Reflecting on past experience of driving continuous improvement.
- Exploring the PDCA cycle, stage by stage
- Planning how to involve your team in a PDCA cycle

ESPRESSOSESSIONS

BUSINESS SKILLS

OPERATING SUCCESSFULLY

Creating Time Prioritisation of Your Goals 45

Seizing Opportunities 46

Doing Delegation 47

CREATING TIME PRIORITISATION **OF YOUR GOALS**

SUMMARY

When faced with numerous goals and various demands on your time, energy and focus, one of the biggest challenges can be deciding how to prioritise effectively.

Focussing your attention in the wrong areas - even with good intentions - can be enormously counter-productive, and lead to goals and targets being missed.

In this session, we will provide you with a simple, practical approach to defining where your 'Gold Time' should be spent, ensuring that you leave with a clear understanding of how to prioritise your current activities and your future workload.

OBJECTIVES

By the end of this session, participants will be able to:

- Describe the difference between urgent and important tasks and pressures, and identify how this impacts their own prioritisation
- Explain how the concept of 'Gold Time' can help them to prioritise more effectively

CONTENT INCLUDES

- Exploring the CSPD model
- Staying focused on your priority goals

SEIZING OPPORTUNITIES

SUMMARY

The aim of this session is to enable you to identify opportunities that have been successfully seized and those which have yet to be exploited.

We will demonstrate how to achieve this through the creation of a SWOT analysis of your team and its activities and an exploration of the findings. The results will allow you to acknowledge and celebrate those areas in which you have been successful as well as directing you to those areas that are still untapped and help you shape a plan to take the initiative.

OBJECTIVES

By the end of this session, participants will be able to:

- Create a SWOT analysis of their team / department that will help explore untapped opportunities that have yet to be seized
- Review the initiatives you have taken and describe how you might start to drive future success

CONTENT INCLUDES

- Constructing a SWOT analysis of your team or work unit
- Completing an interrogation of your SWOT
- Identifying initiatives taken and opportunities still to be grasped
- Creating your team/ unit 'take the initiative' action plan

DOING **DELEGATION**

SUMMARY

Often when delegating we can find ourselves at one end abdicating and at the other micro-managing. Even worse we may find many reasons not to delegate.

In this short course we look at not just how to effectively delegate, but how to actually DO delegation through a series of interactive activities.

CONTENT INCLUDES

- Why and when to delegate
- The Seven Levels of Delegation
- Tannenbaum and Schmidt Continuum
- How to delegate

OBJECTIVES

By the end of this session, participants will be able to:

- Will understand the barriers that prevent delegation
- Know what factors to consider when sharing workload
- Have created your own working model for delegation

ESPRESSOSESSIONS

BUSINESS SKILLS

BUSINESS COMMERCIAL ACUMEN

Analysing Your Competition 49

Understanding Perceived User Value 50

ANALYSING YOUR **COMPETITION**

SUMMARY

In today's fast-developing marketplace, it is important for any business to regularly re-evaluate the competition they face; to enable the selection of appropriate strategies responding to opportunities and threats.

Porter's Five Forces tool is a well-respected, powerful tool which illustrates the strength of your current competitive position and provides a relative evaluation of five forces impacting your ability to remain profitable.

OBJECTIVES

By the end of this session, participants will be able to:

- Prepare a Porters Five Forces Analysis
- Evaluate strategic position

CONTENT INCLUDES

- Creating a Porters Five Forces Analysis
- Discussing the strength of competitive forces impacting your business
- Considering strategic options

UNDERSTANDING PERCEIVED **USER VALUE**

SUMMARY

Perceived value is the value that a product or service has in the mind of the user. The user's perception of value affects their initial decision to buy product or service, the price that he or she is willing to pay for it, and their loyalty to, commitment for and advocacy of that product or service. This course is designed to put the learner in the customers shoes and do an analysis of their business in relation to three key competitors. This forms a springboard for actions and suggestions that can be taken to improve products and services in relevant areas.

CONTENT INCLUDES

- What is Perceived User Value (PUV)
- The Paradox of Value
- How to conduct a PUV analysis

OBJECTIVES

By the end of this session, participants will be able to:

- Understand what is meant by perceived user value
- Conduct a PUV analysis of your part of the business
- Consider the implications of this analysis on your future actions

ESPRESSOSESSIONS

BUSINESS SKILLS

STRATEGIC THINKING

Developing Strategic Thinking 52

Raising Your Strategic Perspective 53

DEVELOPING
STRATEGIC THINKING

SUMMARY

This session will help participants better understand strategy and improve their strategic thinking.

This 90-minute session introduces an approach that is straightforward and easy to use, but also versatile enough to offer participants from all levels of experience an engaging and practical session that will challenge them to think more strategically.

OBJECTIVES

By the end of this session, participants will be able to:

- Describe what is meant by strategic thinking and how it applies to their role
- Recognise the components of strategic thinking and how to apply them using the 'POWR' model

CONTENT INCLUDES

- The importance of strategic thinking
- Exploring the components of strategic thinking
- Using the 'POWR' model to apply strategic thinking

RAISING YOUR **STRATEGIC PERSPECTIVE**

SUMMARY

As your business environment becomes more volatile greater importance is placed on employees' ability to take a more strategic view. There is a need for every employee to develop tolerance of change and ambiguity and build a stronger strategic perspective.

This workshop will explore the nature of what is known as the 'VUCA' environment (one characterized by volatility, uncertainty, change and ambiguity) and the strategic skills needed to navigate it more effectively.

OBJECTIVES

By the end of this session, participants will be able to:

- Identify the threats and opportunities to your of working in a VUCA environment
- Recognize the actions they need to take to operate strategically in this environment

CONTENT INCLUDES

- Understanding VUCA
- VUCA SWOT analysis for your company and yourself
- Identifying the required actions
- VUCA Prime: Vision, Understanding, Clarity, and Agility

ESPRESSOSESSIONS

LEADERSHIP STANDARDS

PURPOSE LED

Defining Your Personal Brand 55

Enabling a Shared Vision 56

The Feedback Habit 57

DEFINING YOUR **PERSONAL BRAND**

SUMMARY

A professional personal brand gives people a shortcut and sets an expectation about what a person represents and the value they offer - their technical/ professional strengths, motivations and values.

This session explores this question; what is the mental shortcut people use when they think of you?

Then it challenges you to define it, earn it and promote it!.

OBJECTIVES

By the end of this session, participants will be able to:

- Define the message they wish to share in the business about their technical and professional expertise
- Identify the steps they can take to promote their personal brand with others in the business

CONTENT INCLUDES

- Defining a brand that encapsulates your strengths, motivations and values
- Helping others understand your expertise and your brand
- Making your work visible
- Expressing your values

ENABLING A **SHARED VISION**

SUMMARY

A strategy is wasted if it cannot be successfully communicated to employees, understood and then turned into tangible results.

This session focuses participants' attention on generating buy into strategy at a team and individual level by turning strategy into something that is meaningful and powerful for them.

OBJECTIVES

By the end of this session, participants will be able to:

- Explain what vision is and describe how the vision could be shared within the organisation
- Give examples of how to share vision effectively and how to apply this to their role

CONTENT INCLUDES

- What is a VISION
- Three elements of an effective vision
- Creating a powerful picture
- Cascading the vision
- Enrolling others

THE FEEDBACK HABIT

SUMMARY

We all know that giving and receiving feedback can sometimes be daunting. Social evaluation can activate the same neural pathways associated with physical pain, so when we experience being criticised or judged, it can trigger a stress reaction.

This doesn't mean people don't want to be told the truth. In fact, often people welcome constructive feedback - even if it can be tough to hear - if it will help them to develop and improve.

So, this gives us even more reason to make giving feedback a part of our everyday by turning it into a habit.

OBJECTIVES

By the end of this session, participants will be able to:

- Recognise giving and receiving feedback as a personal leadership habit
- Create a self-discipline around giving, seeking and using feedback
- Deal with defensive/challenging behaviours when delivering and receiving feedback

CONTENT INCLUDES

- What is a habit
- The negative feedback array
- Feedback SWOT analysis

ESPRESSOSESSIONS

LEADERSHIP STANDARDS

PEOPLE FOCUSED

Leading Virtual Teams 59

Flexing Your Leadership Style 60

Having Long-term Career Development Conversations 61

Self-awareness and Self-development 62

Emotions at Work 63

Fantastic Feedback 64

LEADING
VIRTUAL TEAMS

SUMMARY

When leading teams remotely we need to ensure that they operate effectively together and individually, whilst understanding the task at hand and their part in it.

As we can't just drop by and see people or call everyone into a meeting room for a catch up, we must find new ways to work and communicate effectively, whilst maintaining a motivated and cohesive team.

OBJECTIVES

By the end of this session, participants will be able to:

- Be able to agree and contract with their team on the best way to work together
- Have an understanding of Action Centred Leadership and how to apply it to remote teams
- Know the importance of the social aspect of teams and have some ideas on how to implement his

CONTENT INCLUDES

- An exploration of four of the Psychological Hungers (Berne E.) relevant to the workplace. (Structure, Recognition, Stimulus, Contact)
- Applying the ISSUE/ACTION/CHALLENGE process to be able to attend to their own needs in their remote workspace
- Tips to help maintain focus, not take on too much, and create a work environment in a remote location

FLEXING YOUR **LEADERSHIP STYLE**

SUMMARY

The most respected leaders always seem to know how to get the best from the range of people that work for them and seem to have an innate ability to adapt the approach they take depending on the demands of a situation.

These individuals have simply learned that in order to lead effectively, it is important to 'flex' their leadership style to the people and jobs in hand.

This session will explore some of the different leadership styles available to you and show you how to adapt and 'flex' your approach in order to inspire improved performance from those in your team.

OBJECTIVES

By the end of this session, participants will be able to:

- Describe a range of leadership styles that can be used
- Identify the benefits of flexing their leadership style

CONTENT INCLUDES

- Deducing the range of leadership styles available for any leader
- Matching the leadership style to the task and to the individual
- Planning how to flex your leadership style for one of your team

HAVING LONG-TERM
CAREER DEVELOPMENT CONVERSATIONS

SUMMARY

In this session, you will learn how to make the most of conversations with your manager about your career development. The session does not focus on the PDP process and timeline itself, but instead provides some support on preparing for and conducting the conversations themselves.

Participants will be encouraged to think strategically about what they would like to get out of career development conversations, how to maximise those conversations and overcome obstacles to effective career development planning

We begin by looking at why taking personal responsibility for your career and your personal development is essential in helping you achieve your potential, and then explore how to leverage the conversations you have with your manager to create a roadmap to help fulfil your career aspirations.

This session will encourage improved self-awareness and stimulate conversations that generate a better understanding of where you are now and how to get where you want to go.

You will learn how to discuss the learning opportunities available to you and have frank and open conversations about your short- and long-term career goals.

OBJECTIVES

By the end of this session, participants will be able to:

- Identify what constitutes a good career development conversation
- Explain a range of actions they can take personally that will make these conversations as productive as possible
- Identify and considers ways to eliminate barriers to effective career planning

CONTENT INCLUDES

- Johari window - self-awareness and personal development
- Creating realistic career expectations
- Driving the career development conversation
- Pinpointing development needs and priorities
- Discussing 70-20-10 learning opportunities and activating these
- Agreeing on next steps and a plan of action

SELF-AWARENESS AND **SELF-DEVELOPMENT**

SUMMARY

Taking responsibility for developing yourself is essential in helping you achieve your potential and get the most from your career.

This session explores some of the steps you can make to take ownership of your development, starting with improving your self-awareness and evaluating where you are now and where you want to be.

The session will encourage you to explore your own strengths and weaknesses and start to set clear goals for your future development.

OBJECTIVES

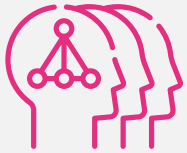
By the end of this session, participants will be able to:

- Recognize the importance of taking responsibility for their own development
- Acknowledge that they have various strengths and weaknesses that can be harnessed and developed through effective self-development

CONTENT INCLUDES

- Becoming self-aware
- Options for self-development
- Taking ownership and seeking development opportunities

EMOTIONS AT WORK



SUMMARY

Some say we should 'leave our emotions at the door' when in the workplace. However, when we do this, we leave behind a resource that if interpreted properly can give us valuable information about our environment and others.

When used authentically, our emotions help us to create an atmosphere of trust and openness which can lead to a more effective team and workplace.

OBJECTIVES

By the end of this session, participants will be able to:

- Understand the function of emotions
- Communicate their feelings in an emotionally literate way
- Be able to reality check the authenticity of their emotions
- Identify and let go of archaic emotions

CONTENT INCLUDES

- Feelings and the brain
- The feelings wheel
- Stamp collecting

FANTASTIC FEEDBACK

SUMMARY

When we seek to catch people doing something right, we create a feedback experience that attends to and enhances what good looks like in our teams. We can also learn to be curious about how our perspective on a person's performance can often shape their reality.

When we feel noticed for our strengths, we can more readily accept what areas we can build on or develop further, and we create an environment where feedback becomes a welcome gift.

OBJECTIVES

By the end of this session, participants will be able to:

- Understand why praise works
- Achieve the optimal 3:1 feedback ratio
- Use Strengths Based Feedback
- Consider and reflect on how bias may impact feedback

CONTENT INCLUDES

- The importance of praise
- Strengths and Situational Awareness
- The ladder of inference

ESPRESSOSESSIONS

LEADERSHIP STANDARDS

PERFORMANCE DRIVEN

Achieving Optimal Performance with Stretch Goals 66

Banishing Procrastination 67

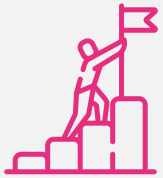
Demolishing Obstacles Preventing Performance 68

Motivating Performance Improvements 69

Strengthening Stakeholder Relationships 70

Seeking and Using Feedback 71

ACHIEVING OPTIMAL PERFORMANCE **WITH STRETCH GOALS**



SUMMARY

In this session, you will learn how stretch goals can be deployed to drive peak performance. The session will explore the relationship between the increased expectations that stretch goals create and the achievement of a state of 'flow' and enhanced skill.

The session will help you drive this high-performance flow in your team members and support it through reviews and performance conversations that focus on achieving the stretch goals required.

OBJECTIVES

By the end of this session, participants will be able to:

- Explain what stretch goals are and identify how they may be used in driving optimal performance
- Describe the concepts of 'Stretch Zone Conditioning' and 'Flow', and give examples of how to use these concepts in their role

CONTENT INCLUDES

- Understanding what makes a stretch goal
- The benefits of setting stretch goals
- 'Stretch Zone Conditioning'
- Uncovering the relationship between skill, pressure and 'Flow'

BANASHING **PROCRASTINATION**

SUMMARY

Delivering results requires a consistently proactive outlook, and one of the biggest threats to this is procrastination. We are all guilty of procrastinating from time to time - perhaps putting off a big job or avoiding having that difficult conversation.

This session shows the dangers of procrastination and the impact it has on achieving results. You will learn practical steps to eliminate procrastination and develop a mindset that is focussed on taking the initiative and being proactive, whatever the circumstances.

OBJECTIVES

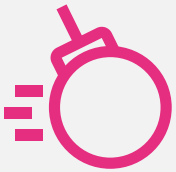
By the end of this session, participants will be able to:

- Identify the negative impact of procrastinating
- Summarise ways to banish procrastination and become more proactive

CONTENT INCLUDES

- Discovering why we procrastinate
- Learn practical techniques and mindsets to eliminate procrastination
- Creating your 'Banish Procrastination Action Plan'

DEMOLISHING OBSTACLES
PREVENTING PERFORMANCE



SUMMARY

Even the most motivated individuals sometimes find that the achievement of their performance goals can be hindered.

The obstacles blocking their way can be real or perceived and complex or straightforward, but without an effective strategy to overcome these challenges, performance will suffer.

This session will provide you with a process to identify, address and overcome the challenges that you face in delivering the required performance.

OBJECTIVES

By the end of this session, participants will be able to:

- Recognise the typical obstacles, barriers and brakes that prevent performance
- Describe a process that will help them overcome the obstacles they face

CONTENT INCLUDES

- Identifying the range of obstacles that can prevent performance
- Discovering strategies to deal with a range of obstacles
- Enabling enhanced performance in your team

MOTIVATING
PERFORMANCE IMPROVEMENTS

SUMMARY

The ability to motivate and inspire individuals and teams is essential if they are to achieve strong performance.

In this session, you will be introduced to some simple motivation theory, and will then learn how to apply this in your role in an engaging and practical way. We will focus on how to create the right conditions for a motivation 'chain reaction' and sustain this in order to deliver the results you need.

OBJECTIVES

By the end of this session, participants will be able to:

- Give examples of motivation theory and explain how it applies to their role
- Describe how to create motivation chain reactions

CONTENT INCLUDES

- Exploring Vrooms 'Expectancy Theory of Motivation'
- Achieving the components of the motivation chain reaction
- Designing the conditions for motivation chain reactions in your team

STRENGTHENING
STAKEHOLDER RELATIONSHIPS

SUMMARY

There is a critical group of people, external to your team, that have the power to influence your success or failure! These are the people who are either impacted by your decisions or those who through their action (or inaction) can impact the achievement of your goals.

They are your stakeholders.

This session explores how you can analyse and prioritise the stakeholders you need to influence and develop an action plan to strengthen your relationship with them.

OBJECTIVES

By the end of this session, participants will be able to:

- Select stakeholder engagement strategies
- Plan how to maintain stakeholder relationships

CONTENT INCLUDES

- Analyzing the power, influence and support of your external stakeholders
- Focusing on the stakeholder relationships you need to build
- Planning how to strengthen your external stakeholder relationships

SEEKING AND **USING FEEDBACK**

SUMMARY

Most people recognise that receiving feedback can be a powerful aid to our personal development. Yet many people get defensive when feedback is offered, and even fewer proactively seek feedback - perhaps because they anticipate they might not like what they hear.

In this session, you will learn the benefits of seeking out and requesting feedback from those you interact with, and then learn how to receive it in good faith and make use of it to improve your personal approach to work.

OBJECTIVES

By the end of this session, participants will be able to:

- Recognize the benefits of regularly seeking and receiving feedback
- Consider a plan to grasp the full benefit of feedback

CONTENT INCLUDES

- Discovering how receptive you are to feedback
- Adopting the mindset and responses to gain maximum benefit from feedback
- Learning how to proactively seek feedback from others

ESPRESSOSESSIONS

FREQUENTLY ASKED QUESTIONS

Can you create behavioural change in a 90-minute webinar?

These sessions stimulate the process of change by providing the initial insights and learning in specific areas. In addition, space is given to start the integration process by group discussion and activities. Change starts by a shift in frame of reference...these sessions kick start that process

How can I build on the behaviour change in a 90 minute webinar?

Our Espresso sessions are great for a raising awareness around a specific topic and when they are part of a learning programme, they begin to create meaningful change. Adding one to one coaching and practise in small groups is we see transformations happen in people, when they feel safe to experiment with their style and move out of their comfort zone. Then it's reinforced with meaningful feedback from us and their peers. That's the beginning of meaningful behaviour change.

Continued on next page >>>

FREQUENTLY ASKED QUESTIONS

What's the cost?

What's the our helpful team will look at pricing options with you. We have discount options that are applied depending on how many sessions you purchase.

Can we use case examples from our business?

These are off the shelf sessions, as part of the facilitation your teams will be invited to apply the theories and principles to their roles and work.

In addition, offer a contextualisation service where our learning team will work with you to tailor the topics more closely to your business.

What if we don't have 90 minutes?

To get the best from the session we recommend the 90 minutes as a minimum. As part of our contextualisation service, we can create a 'lite' version with minimal interaction. This would take the form of a webinar/seminar and not an interactive piece.

Can we create a curriculum?

Yes. Our team are always ready to help build a curriculum based on your needs from the topics available. These are already divided into topic areas in the catalogue, so this is a starting point to building a programme to meet your needs.

Continued on next page >>>

ESPRESSOSESSIONS

FREQUENTLY ASKED QUESTIONS

Can these be delivered in multiple languages and locations?

All sessions can be delivered globally, thanks to our international facilitation team and translation partners.

How many sessions can we run in a day?

Typically, customers ask us to run the sessions as half days or full days. Half days generally allow us to deliver 2 sessions in the AM or PM and full day's anything from 3 to 4 session

How many learners can we have in each session?

This depends on the topic; however, we suggest no more than 25 per virtual session and no more than 15 in a face-to-face session.

Can we add our content to the topics?

Yes, every topic can be contextualised to fit the needs of the learner and business.

Can we buy and deliver them ourselves?

We can offer Train The Trainer, multi-year licence agreements and tailored facilitator guides, speal to one of our team about these options.

SUGGESTED USES

Espressos are an incredibly versatile solution and can be used to support learning in a number of ways. Their bite-sized nature and flexibility (they can be delivered virtually or in person) have led our customers to deploy them in a range of situations including the following:

Embedding competency frameworks

Where an existing competency or behavioural framework is in place within an organisation, Espressos can be used to provide targeted development that aligns with the different parts of such a framework.

We have mapped Espressos against a number of widely used frameworks, and frequently use espressos to complement in-house competencies and behaviours.

Learning Weeks

Learning weeks are an increasingly popular approach to providing a large audience with a broad range of training support in a number of topic areas within a short period of time. Three or four espressos can be delivered each day, providing an opportunity to address up to 20 different topics in a one-week period.

Some customers choose to run learning weeks at key point throughout the year (for example every quarter), whilst others choose to run targeted learning weeks to support specific development needs at critical times within the calendar – for example espressos linked to performance conversations and feedback in the period leading up to performance reviews.

This is a great way to democratise learning and provide access to development for a significant portion of your organisation in a concentrated period of time.

SUGGESTED USES

Learning Journeys

Espressos can be linked and woven together to provide a learning journey over an extended period of time, reflecting the needs of your organisation.

Where one individual espresso may not be sufficient to address an identified development area, building a learning journey with multiple espressos takes advantage of the way these sessions naturally dovetail with one another to work in a complimentary way.

Enhancing Curriculums

Even when a broad learning curriculum is provided by an organisation, there are quite often gaps in the provision; niche topics that have been overlooked or needs that have evolved within the business since the curriculum was initially created.

Espressos come into their own in this situation as they can be easily added to existing curricula to augment them. With the incredibly broad range of topic areas detailed within this document there is likely to be an espresso to address even the most specific need.

Complementing Programs

In testament to the versatility of espresso sessions, our customers continue to find varied ways to incorporate them into wider programmes. Espressos have been used to optimise onboarding initiatives, graduate development programmes, leadership programmes, high potential programmes - indeed they can be used anywhere where targeted development in a topic area is required.

Stand-alone Development

There are occasionally instances where espressos are required as a standalone solution to address a discrete learning need. In these instances, customers can choose just the topic(s) required and have them delivered in I convenient short burst using a mode of delivery that suits them.

ESPRESSOSESSIONS®