



frontfiretraining

Bespoke Development Solutions

Welcome to Frontfire Training

Frontfire Training prefers to better understand your organisation, working with you to make training relevant to your business, reflecting your values and ways of working

Frontfire Training's key objective is to provide bespoke development solutions to teams and individuals to help move organisations forward. Whilst off-the-shelf programmes are always available, Frontfire Training prefers to better understand your organisation, working with you to make training relevant to your business, reflecting your values and ways of working. Below is an overview of the types of programmes we specialise in. Sample programme outlines follow to give you a flavour of what Frontfire Training has to offer.

Developing Yourself and Others

- Coaching for performance
- Developing your career
- Managing career discussions
- Train the trainer
- Becoming a mentor

People Management

- Dealing with difficult people situations
- Managing and motivating your team
- Managing performance through appraisal

Personal Effectiveness

- Powerful presentations
- Facilitation skills
- Getting the most out of your appraisal

Recruitment and Selection

- Interviewing and selection skills – getting recruitment right first time
- Assessment and selection services – supporting you in your recruitment and selection activities

Individually Tailored Solutions

- Team development: workshops using the FIRO-B (Fundamentals in Interpersonal Relations Orientation – Behaviour), to help you understand team roles, chemistry and dynamics
- One-to-one coaching using the FIRO-B, Emotional Competence Inventory (ECI) and Inventory of Leadership Styles (ILS). These self-assessment and multi-rater feedback tools are used to raise self-awareness about the impact you have on the people you lead and provide you with a focus for change.

To learn more about what Frontfire Training has to offer, please contact Nick Oliver on:

t: +44 (0) 020 8755 4595
m: +44 (0) 7904 116 036
e: nick@frontfiretraining.co.uk
w: www.frontfiretraining.co.uk

Why work with Frontfire Training?
Frontfire wants to understand exactly what your training needs are to ensure we deliver the relevant programme or initiative which will help you move your business forward

Why work with Frontfire Training?

Unlike larger training providers, Frontfire is committed to providing your organisation with the right development solutions at the right time. Frontfire wants to understand exactly what your training needs are to ensure we deliver the relevant programme or initiative which will help you move your business forward.

Frontfire Training provides training and consultancy services in:

- In-house training programmes in all areas of personal and management effectiveness, and leadership development
- One-to-one coaching using a variety of assessment tools
- Bespoke team development activities including the exploration of team dynamics through the FIRO-B psychometric tool
- Development of performance management systems, performance appraisal and competency frameworks
- Supporting your recruitment and selection process through the use of objective personality and ability tests

What Frontfire Training offers:

- 11 years professional experience in a variety of sectors and industries
- A proven track record of client and delegate satisfaction
- A flexible pricing structure at very competitive rates and no cancellation fees within 1 week of planned programmes

Who are Frontfire Training?

Frontfire Training was set up in March 2007 and is run by Nick Oliver. A graduate of Lancaster University, Nick has 11 years experience in learning and development, gained within the commercial, public and not-for-profit sectors.

Nick specialises in:

- Adult learning and learning psychology
- Team dynamics and team chemistry
- Leadership development
- Performance management systems and competency framework development

Nick is a registered user of a number of psychometric tools and diagnostic surveys:

- SHL ability tests for recruitment and selection activities
- SHL's Occupational Personal Questionnaire (OPQ) for use in selection and career coaching activities
- The Hay Group's Emotional Competence Inventory (ECI) and Inventory of Leadership Styles (ILS)
- Fundamentals of Interpersonal Relations Orientation – Behaviour (FIRO-B) to explore interpersonal style preferences on an individual and team basis

Developing Yourself and Others

Coaching is essential to help you focus people in the right direction and raises the skills levels within your team

Coaching for performance

Who will benefit?

Coaching is essential to help you focus people in the right direction and raises the skills levels within your team. It can improve the organisation's performance and provides individuals with specific development opportunities that can be applied directly to their work. This workshop is designed for managers who wish to improve team and individual performance by providing work-based learning opportunities and who would like to delegate more effectively. Group size is limited to 8 delegates.

Course objectives

By the end of the course, participants will:

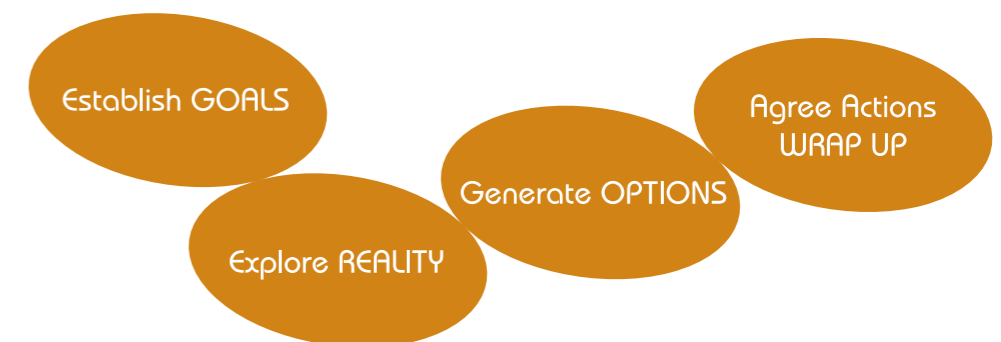
- Recognise the differences between directive and non-directive coaching and identifying appropriate situations for each
- Follow the GROW model of coaching when coaching non-directively
- Increase flexibility of coaching styles to take account of learning style preferences
- Practice and receive feedback on coaching skills
- Feel more confident when coaching employees and colleagues

Course content

The course will include:

- Directive versus non-directive coaching
- The practice spiral for hands-on activities, the 3D technique for when your time is tight and the GROW coaching model when dealing with more experienced learners
- Catering for different learning and working style preferences
- Questioning and listening skills
- Opportunities for participants to intensively practice skills and receive feedback

Course duration: 1 day



Developing your career

Who will benefit?

In the modern organisation, career development no longer equates solely to promotion. "Career" does encompass upward progression, but nowadays it can also mean sideways moves within the organisation, taking on additional roles and responsibilities and gaining wider work experience.

This is a 3-part programme to help employees take a more proactive approach to managing their careers. A range of self-assessment and multi-rater assessment tools is used between each of the sessions. It is recommended that these 1-day workshops take place over a 3 to 6-month period to enable participants to practice and receive feedback on the new skills that they are gaining. Group size is limited to 8 delegates.

The overall aims of the programme are to enable employees to:

- Understand their strengths and identify behaviours which are blocking their career development
- Identify the range of career development opportunities that are available to them
- Have a better understanding of what to do to make their career goals achievable

Course objectives

By the end of the programme participants will:

Workshop 1

- Explore their own career development needs and start to develop their career development goals
- Appreciate the number of tools available to help them accurately assess their abilities
- Prepare for seeking feedback from colleagues on their abilities

Workshop 2

- Draw conclusions from assessment activities carried out
- Explore the feedback they have received and start to make sense of their strengths and development areas
- Understand the learning cycle and recognise the importance of learning logs in achieving career goals
- Write effective career development plans

Workshop 3

- Evaluate the success of the career development activities undertaken
- Plan the next stages of career development post-programme
- Identify the sources of advice available in reaching career goals

Course duration: 3 x 1 day

Managing career discussions

Who will benefit?

Organisations need effective career development strategies to grow the skills and the experience that the business needs, and to assist the effective deployment of skills. Effectively managed career development initiatives can help an organisation attract and retain staff. This workshop provides line managers, coaches and mentors with a framework for supporting the career development of others. The workshop complements the Developing your career programme. Group size is limited to 8 delegates.

Course objectives

By the end of the workshop, participants will:

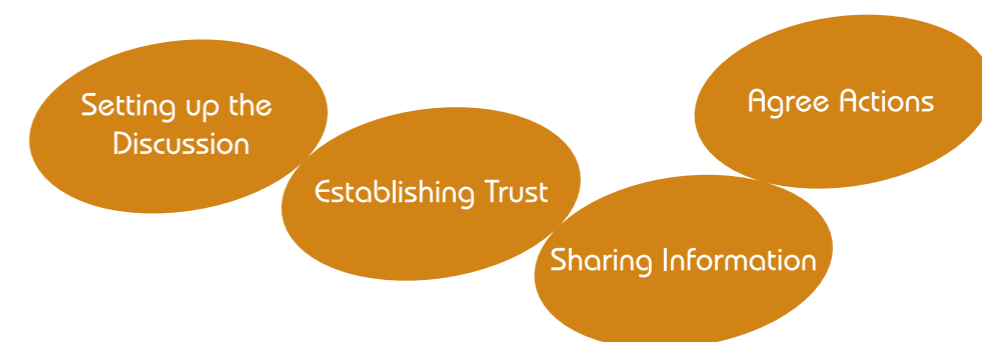
- Recognise where and when career discussions can take place
- Identify the key elements of the effective career discussion
- Understand and apply the 4-stage model of effective career discussions
- Identify other support mechanisms available to help employees manage their careers

Course content

The workshop will explore:

- The purpose of the career discussion
- Setting parameters around the responsibilities and support available in career management between the manager and the employee
- Structuring the discussion using a 4-stage model
- The role of the manager in facilitating career development opportunities in a wider context
- Practice in holding a career discussion

Course duration: ½ day



Train the trainer

Who will benefit?

Change initiatives, updates to systems and processes, and more frequently, budget constraints, often result in employees delivering in-house workshops themselves. This workshop has been designed to help those people who do not have any formal experience of designing and running training events, but find that they now have to train others. Group size is limited to 8 delegates.

Course objectives

By the end of the 2-day programme, participants will:

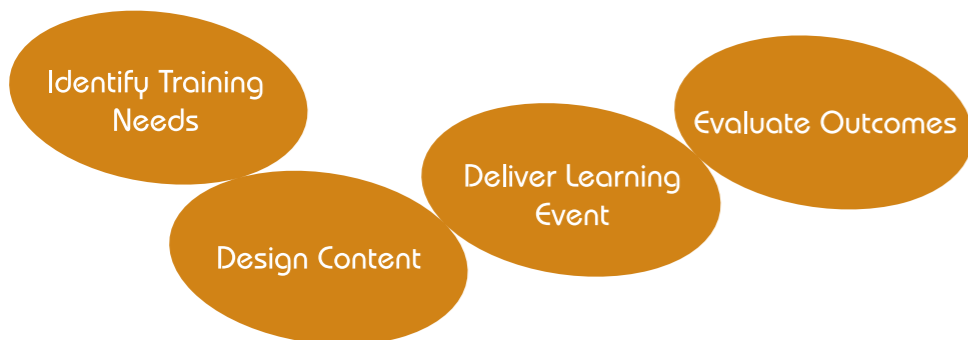
- Learn the basic skills and techniques to train others
- Understand how people learn and identify their own learning styles preferences
- Prepare, plan and structure a training session
- Identify the strengths and weaknesses in their training delivery style
- Practice training skills and impart knowledge

Course content

The course will include:

- How people learn using Kolb's learning cycle and Honey and Mumford's learning styles
- The training cycle
- Identifying training needs at individual and organisational levels
- Structuring the training session: exercises and techniques in training design
- Essential techniques in delivering training
- Delivering a training programme
- Evaluating the impact of the session

Course duration: 2 days



Becoming a mentor

Who will benefit?

Many of today's leaders owe their success at least in part to the fact that an experienced senior manager was prepared to take them under their wing in the early stages of their careers and guide them in the right direction. This workshop has been designed to prepare managers for taking on a mentor role within their organisations, whether as part of a formal mentoring scheme or on a more informal basis. Group size is limited to 8 delegates.

Course objectives

By the end of the course, participants will:

- Identify the roles, skills and behaviours associated with mentoring
- Understand the mentoring lifecycle
- Have guidelines for how to hold effective mentoring meetings
- Practice and receive feedback on their mentoring styles

Course content

The course will include:

- The benefits of mentoring to individuals and organisations
- The behaviours of effective mentors
- The lifecycle of the mentoring relationship from dependence to independence
- Guidance for conducting mentoring meetings at each stage of the lifecycle
- Blocks and conflicts that arise in the mentoring relationship
- Planning for the future

Course duration: 1 day

People Management

Management

Dealing with difficult people situations

Who will benefit?

People management is all about dealing with people, both internally and externally. Success usually depends on getting people to work both for you and with you. It sounds easy, but

People management is all about dealing with people, both internally and externally. Success usually depends on getting people to work both for you and with you

sometimes people can be unpredictable, communication can break down, or quite simply you may not like the person involved. This course is for all managers who would like to build their confidence in tackling difficult behaviours, and those who are new to people management. Group size is limited to 10 delegates.

Course objectives

By the end of the course, participants will:

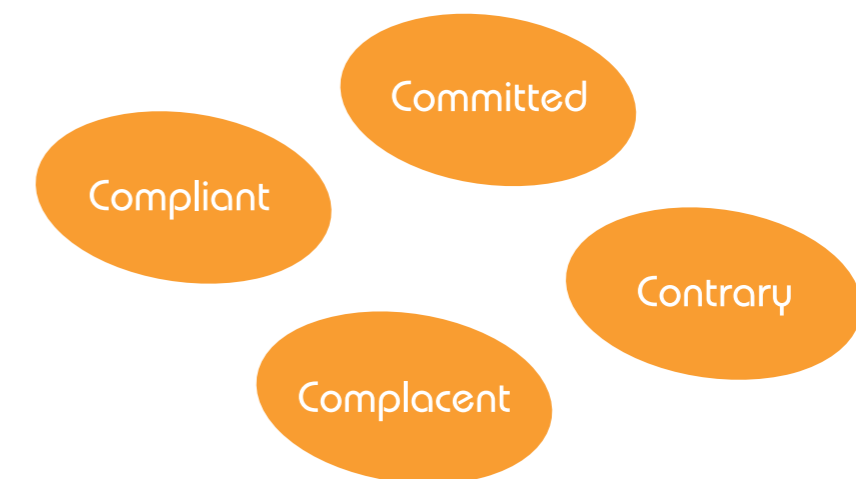
- Explore their reactions to difficult situations or encounters
- Understand how people relate to one another using Transactional Analysis and the Emotional Intelligence models
- Use assertive behaviours and constructive feedback to overcome difficult people situations

Course content

The course will include:

- Individual and pairs work on outlining pressure points and identifying individual triggers
- Discussion on how individual behaviours impact on others (optional use of the FIRO-B psychometric tool to explore interpersonal styles)
- Overview of Transactional Analysis and pairs work to identify ego states through case studies
- Defining assertive and non-assertive behaviours
- Coach, counsel and confront approaches to managing poor performance
- Using I-messages and constructive feedback models to manage difficult people situations

Course duration: 1 day



Managing and motivating your team

Who will benefit?

Getting a group to head in the same direction can be like herding cats. But, by recognising the dynamics of the team and the chemistry that exists, and understanding what makes your team members tick, can help you to bring the team together and build commitment to achieving team results. This course is for all managers who would like to further develop and motivate their teams and understand team dynamics. Group size is limited to 10 delegates.

Course objectives

By the end of the course, participants will:

- Identify the factors that motivate people
- Understand the stages of team development
- Understand team roles and relationships using the FIRO-B
- Identify their preferred leadership styles

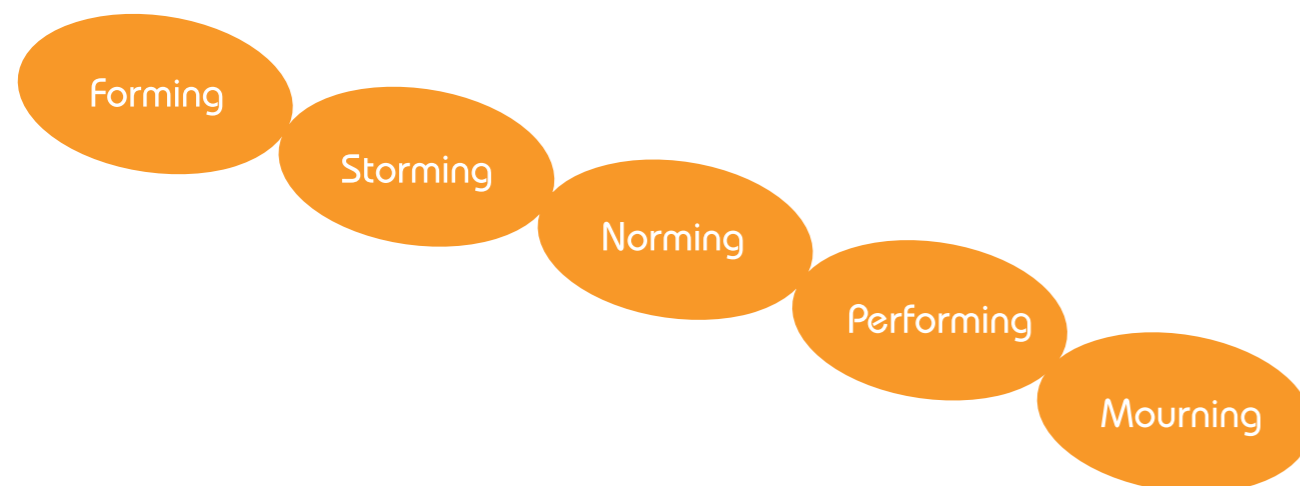
Course content

The course will include:

- Discussion and input on motivators
- Understanding group dynamics and what happens in teams
- Stages of team development and recognising the stages in the workplace
- Team role activity and feedback
- Explore team roles and interpersonal relationships using the FIRO-B psychometric tool
- Identifying and measuring the impact of individual leadership styles using Adair's Action Centred Leader.*

Course duration: 1 day

*The Inventory of Leadership Styles can be used as an alternative assessment tool and involves participants obtaining feedback from their direct reports prior to the event via an on-line survey.



Managing performance through appraisal

Who will benefit?

Most organisations have a performance appraisal scheme in place or are in the process of implementing one. Effectively managed, performance appraisal can help organisations improve performance by providing employees with clarity and direction, recognising their contribution and offering development opportunities. However, if an appraisal is done badly then it can damage the motivation of a team, harm working relationships and create friction and misunderstanding.

This course is designed for all managers who are required to carry out performance appraisals, whether they are new to conducting appraisals or have had no formal training or support in the past. Group size is limited to 10 delegates.

Course objectives

By the end of the course, participants will:

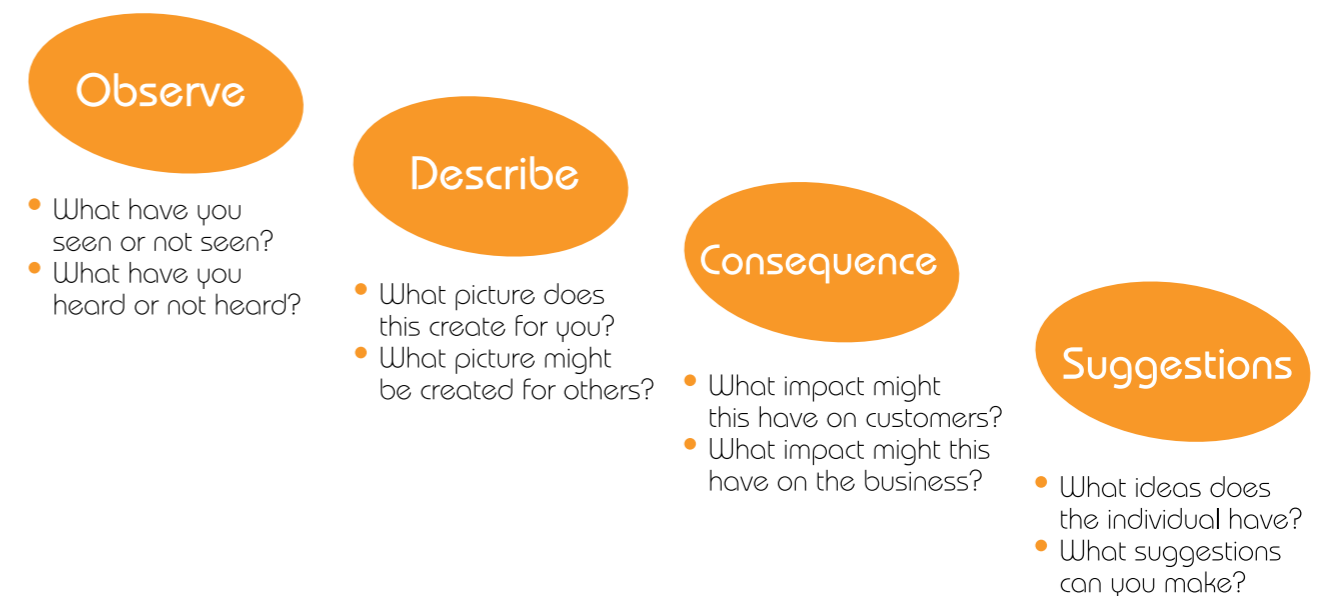
- Understand the principles and benefits of performance appraisal
- Give clear, concise and evidence-based feedback on performance
- Rigorously use SMART criteria to agree objectives
- Be creative and realistic in agreeing personal development plans for the year ahead
- Have confidence to address performance issues with staff

Course content

The course will include:

- The principles of performance management and the performance appraisal system
- Tackling poor performance
- Short skills practice sessions for giving constructive feedback
- Ideas for learning and development activities

Course duration: 1 day



Personal Effectiveness

Designed to help participants get the most out of structuring and delivering their presentations with impact and increasing confidence

Facilitators use a range of skills and techniques to the best out of people as they work to achieve results in interactive events

Powerful presentations

Who will benefit?

For many, public speaking ranks up there as one of the most dreaded situations that they can face in the workplace. From pulling the presentation together, getting the message right or stage-fright, presenting can be fraught with pitfalls. This course is designed to help participants get the most out of structuring and delivering their presentations with impact and increasing confidence. Group size is limited to 10 delegates.

Course objectives

By the end of the course, participants will:

- Identify key components in effective preparation of presentations
- Practice and receive feedback on their presentation style, strengths and areas of development
- Feel more confident when preparing and delivering presentations

Course content

The course will include:

- Planning and preparing a presentation
- Effective preparation and use of visual aids
- Use of voice, body language and eye contact
- Handling questions from the audience
- Short practice presentations followed by feedback throughout day 1
- 15 minute videoed presentation for each participant followed by 15 minute feedback from each participant

Course duration: 2 days

Facilitation skills

Who will benefit?

Facilitation is about one thing - making things easier. In the workplace facilitators use a range of skills and techniques to the best out of people as they work to achieve results in interactive events.

This course is for anyone who wants to develop their role as a manager or consultant, either internally when managing team or groups, or externally when working with customers or clients. Group size is limited to 10 delegates.

Course objectives

By the end of the course, participants will:

- Have clarity on their role as facilitators
- Recognise a range of options for designing workshops and sessions
- Be realistic about the preparation needed to be an effective facilitator
- Have confidence in dealing with common group dynamics in a facilitative way
- Be confident to design and deliver workshops
- Recognise their personal strengths and development areas as a facilitator and have an action plan for developing facilitation skills and abilities

Course content

The course will include:

- The role of the facilitator
- Spectrum of control and the phases of facilitation
- Understanding group dynamics
- How adults learn
- Dealing with difficult participant situations
- Opportunities for participants to intensively practice skills and receive feedback

Course duration: 2 days

Getting the most out of your appraisal

Who will benefit?

Many organisations tend to focus on helping managers get through the appraisal process unharmed, but often neglect to support the people who are the subject of the appraisal – the employee. Employees can become jaded with the process and as a result, the employee, the manager and the organisation do not gain as much as they could from the appraisal discussion. This workshop is designed for those employees who are new to the performance appraisal process or who want to get the most out of their appraisal discussion. Group size is limited to 10 delegates.

Course objectives

By the end of the course, participants will:

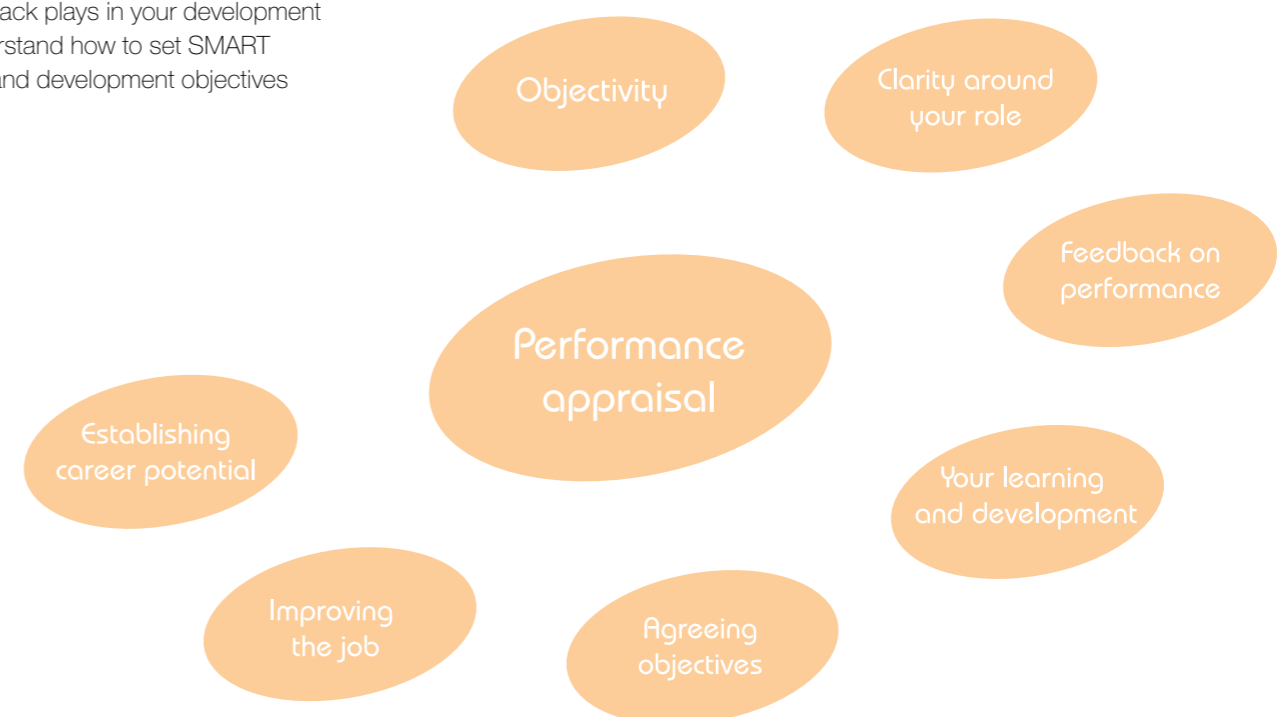
- Recognise the principles and benefits to performance appraisal
- Identify the stages of performance appraisal
- Understand the importance of preparation in having a constructive appraisal discussion
- Appreciate the role that constructive feedback plays in your development
- Understand how to set SMART task and development objectives

Course content

The course will include:

- The principles of performance appraisal
- How to prepare for the appraisal
- Exercises to aid further understanding of objective setting and development planning as part of the performance appraisal process

Course duration: ½ day



Recruitment and Selection

Recruitment can be a costly process, especially if we end up choosing the wrong candidate. How a person performs on paper or how they talk the talk can be very different to how they perform in the workplace.

Interviewing and selection – getting recruitment right first time

Who will benefit?

Recruitment can be a costly process, especially if we end up choosing the wrong candidate. How a person performs on paper or how they talk the talk can be very different to how they perform in the workplace. This programme is designed for anyone involved in the interviewing and selection process, to help them identify and practice the skills for carrying out a behavioural or competency-based interview. Group size is limited to 8 delegates.

Course objectives

By the end of the course, participants will:

- Understand the recruitment and selection process
- Appreciate the consequences of making a poor recruitment decision
- Understand legislation relating to discrimination and its impact on the recruitment process
- Appreciate the range of assessment tools available in the selection process
- Identify the key elements of a successful selection interview
- Receive feedback on their own interviewing styles

Course content

The programme will include:

- Staying the right side of employment legislation and equal opportunities
- Setting out your expectations and selecting the right candidate
- Reviewing assessment tools available
- Setting the scene and establishing rapport with the candidate
- Effective questioning and listening techniques
- How to conduct a competency-based interview

Course duration: 2 days

Assessment and selection services

Frontfire Training can support you in getting recruitment right first time, through using a range of assessment and selection tools. Nick Oliver is a registered user of all SHL's occupational ability tests and the Occupational Personality Questionnaire (OPQ) which is a personality survey that identifies an individual's working style preferences. Test selection and administration, and providing candidates with feedback can be provided, as well as support in developing and your running assessment centre activities.

Individually Tailored Solutions

Help you understand your leadership style and the impact that this can have on your team

All of the above programmes can be readily adapted to reflect the needs of your organisation. Please contact Frontfire to discuss how. Frontfire Training can also offer you and your organisation other solutions to support the development of your people.

Personal coaching and team development - using the FIRO-B

The FIRO-B (Fundamentals in Interpersonal Relations Orientation – Behaviour) has been developed to help people better understand how their preferred interpersonal styles can impact on them and those around them. As well as being used on a one-to-one basis as part of a personal coaching programme, the FIRO-B comes into its own when applied to team and leadership development. The FIRO-B can be used to:

- Explore team roles and team chemistry
- Identify sources of tension or conflict within teams
- Explore team potential
- Help you understand your leadership style and the impact that this can have on your team

The FIRO-B is administered through a short 54 question booklet which takes around 15 minutes to complete. Participants can receive their results individually or as part of a team session, in which all team members will have the opportunity to gain a deeper understanding of one another.

Leadership coaching

Research by the Hay Group and Harvard Business School has shown that leaders in the world's most successful organisations achieve results by creating a climate where teams are willing to put in discretionary effort. The biggest impact on organisational climate is the leadership styles that leaders are seen to use, and these in turn are influenced by a leader's behaviours or competencies.

Leadership behaviours and styles are assessed through 360-degree or multi-rater feedback processes:

- The Emotional Competence Inventory (ECI) is used to raise self-awareness about leadership or emotional competencies. Feedback is obtained from the participant's manager, direct reports, peers, clients and customers.
- The Inventory of Leadership Styles (ILS) assesses the range and frequency of leadership styles used from the participant's own perspective and the experience of actual styles used by their direct reports.

Using these tools, a structured one-to-one coaching programme can be created, helping the participant to interpret and use their feedback to put together a focussed and realistic personal development plan.



Bespoke Development Solutions

Registered in England and Wales Company No. 6128708 Registered address 64 May Road, Twickenham, TW2 6RL VAT No. 906 6245 26