

This list identifies key tools and skills that are generally required by people operating at a range of levels in organisations. The roles listed are generic and sit on a continuum from: operating independently to leading teams and organisations. The level and content of our programmes is developed from this list of modules to meet individual client's needs.

Note - The level of each topic varies depending on the level of the programme. For example: Communication skills and tools for those who are *leading organisations*, covers a much broader range than for those who are *working in teams*.

Skills & Tools	Roles					
	Meeting Personal and Business Objectives	Customer Interface	Working in Teams	Leading Problem Solving/Process Improvement projects	Leading Teams	Leading Organisations
<b>Foundation Skills</b>						
Communication	✓	✓	✓	✓	✓	✓
Diversity and Dignity	✓	✓	✓	✓	✓	✓
Personal Action Planning	✓	✓	✓	✓	✓	✓
<b>Personal Awareness and Skills</b>						
Self awareness	✓	✓	✓	✓	✓	
Learning styles	✓				✓	
Mindset	✓	✓	✓			✓
Assertiveness	✓	✓	✓	✓	✓	
Stress management	✓	✓			✓	
Time management	✓				✓	
Objective and expectation setting	✓	✓		✓	✓	✓
Prioritisation	✓			✓	✓	✓
Project management	✓			✓		
Active listening	✓	✓	✓	✓	✓	
Effective meetings	✓	✓	✓	✓	✓	
Problem Solving	✓	✓	✓	✓	✓	
Change management	✓		✓	✓	✓	✓
Presentation skills	✓	✓		✓		
<b>Team Skills</b>						
Setting up a team				✓		
Interpersonal skills - attitude and behaviour		✓	✓	✓	✓	✓
Building relationships		✓	✓	✓	✓	
Leading a team				✓	✓	
Decision making		✓	✓	✓	✓	
Facilitation				✓		✓
Delegation				✓	✓	
Giving and receiving feedback		✓	✓	✓	✓	✓
Motivating		✓		✓	✓	
Influencing		✓	✓	✓	✓	
Overcoming resistance to change		✓	✓	✓	✓	✓
Dealing with emotion and aggression		✓	✓	✓	✓	
Creative thinking and maintaining energy				✓	✓	✓
Negotiating		✓	✓			
Consulting skills		✓				
<b>Leadership Skills</b>						
Interviewing					✓	✓
Leadership					✓	✓
Motivation					✓	✓
Developing team members					✓	✓
Coaching					✓	✓
Assessment and appraisal					✓	
Management skills					✓	
<b>Strategic Management</b>						
Benchmarking						✓
Big Picture Mapping						✓
Balanced Scorecard						✓
KPIs and dashboards						✓
Policy Deployment						✓